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ABSTRACT

This collection of tenure policies in academic and research libraries contains: "Statement of Principles on Academic Freedom and Tenure Adopted by the American Association of University Professors", including the "Model Statement of Criteria and Procedures for Appointment, Promotion in Academic Rank, and Tenure for College and University Librarians" (reprinted from College and Research Libraries News, September 1973); "Tenure for Professional Librarians" (The University of Alberta); "Report of the Committee on Performance Evaluation, Promotion, and Tenure" (University of Florida Libraries); "Ad Hoc Committee on Professional Criteria--Final Report" (Indiana University Libraries); "Library Committee on Academic Promotion and Tenure" (Pennsylvania State University); and "Appointment and Promotion of Librarians" (University of Washington). An evaluation form for this Systems and Procedures Exchange Center (SPEC) kit is included. (THC)

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Tenure Policies

Kit 9

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TENURE POLICIES KIT #9

JULY 1974

Statement of Principles on Academic Freedom and Tenure adopted by the American Association of University Professors	5pp.
Tenure for Professional Librarians at The University of Alberta	13pp.
Report of the Committee on Performance Evaluation, Promotion, and Tenure at the University of Florida Libraries	10pp.
Indiana University Libraries Ad Hoc Committee on Professional Criteria- Final Report	25pp.
Library Committee on Academic Promotion and Tenure- Pennsylvania State	12pp.
Appointment and Promotion of Librarians- University of Washington	7pp.

The 1940 Statement of the Principles on Academic Freedom and Tenure adopted by the American Association of University Professors.

Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

Tenure is a means to certain ends; specifically: (1) freedom of teaching and research and of extra-mural activities, and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

Academic Freedom

The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

The teacher is entitled to freedom in the classroom in discussing his subject, but he should be careful not to introduce into his teaching controversial matter which has no relation to his subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence, he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman.*

A.C.R.L.

Model Statement of Criteria and Procedures For Appointment, Promotion in Academic Rank, And Tenure for College and University Librarians

The following statement was drafted by the Committee on Academic Status and approved for publication by the Board of Directors of the Association of College and Research Libraries, meeting on June 28, 1973, during their Annual Conference in Las Vegas. It is based upon and elaborates the principles of the association's "Standards for Faculty Status for College and University Librarians" (CRL News, *Sept. 1972).*

The Board requests that ACRL members send their comments on the Model Statement to Beverly P. Lynch, executive secretary of ACRL, at the association's headquarters office. Dr. Lynch will forward these comments to the Committee on Academic Status. The committee will report on the comments it has received at the 1974 Annual Conference in New York.

Introduction

This Model Statement of Criteria and Procedures is intended for use within the context of two ACRL policy statements on faculty status for academic librarians.[1] The objective of this *Model Statement* is to propose criteria and procedures for appointment, promotion in academic rank and tenure for use in academic libraries which will insure that the Library Faculty, and therefore, the library services, at an institution utilizing these criteria and procedures will be of the highest quality possible, consistent with the goals and resources of the institution. These criteria are intended to be minimal only. These procedures may need to be adjusted in minor detail to conform with existing institutional procedures for other faculty.

I. Appointment

Appointment of librarians should follow the same procedures that are established for appointing all faculty. If there are contractual procedures in existence, they must be observed. Any librarian appointed to a college or university Library Faculty should have the appropriate terminal professional degree—for example, a Master's degree or its historical antecedent from a library school accredited by the American Library Association—or its appropriate equivalent. Appointment to any rank should meet the criteria appropriate to that rank.

In order to insure that only candidates of the highest quality are appointed to the Library Faculties of colleges and universities, there should be a committee, representative of the Library Faculty and appropriately selected which should review all candidates for appointment to the Library Faculty and make advisory recommendations to the chief administrative officer of the library.

The terms and conditions of every appointment to the Library Faculty should be stated and confirmed in writing, and copies of all relevant documents, including the official document of appointment, shall be given to the faculty member. Subsequent extensions or modifications of an appointment, and any special understandings or notices incumbent on either party to provide, shall be stated and confirmed in writing and copies shall be given to the faculty member.

Copies of the appointment document, countersigned by the appropriate institutional officer and the faculty member, should be held by both the institution and the individual when an appointment becomes effective.

A model contract is described in Appendix A.[2]

II. Promotion in Academic Rank

A. General Professional and Scholarly Qualifications of the Library Faculty

The librarian's academic preparation for an appointment to the Library Faculty is established on the basis of the terminal professional degree. The basic quality which must be evident for promotion in academic rank is the ability to perform at a high professional level in areas which contribute to the edu-

[1] (a) "Standards for Faculty Status for College and University Librarians." Adopted by the Membership of the Association of College and Research Libraries, Dallas, Texas, June 26, 1971;

(b) "Joint Statement on Faculty Status of College and University Librarians." Drafted by a committee of the Association of American Colleges (AAC), the American Association of University Professors (AAUP) and the Association of College and Research Libraries (ACRL) on April 26, 1972. Endorsed by ACRL Membership, Chicago, Illinois, June 26, 1972, and by AAUP Membership, St. Louis, Missouri, April 1973.

[2] All appendixes to this document will be published in the October 1973 issue of *CRL News*.

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cational and research mission of the institution, such as: reference service, collection development, bibliographic organization and control.

Evidence of this level of performance may be adduced from the judgments of colleagues on the Library Faculty, from members of the academic community outside the library, and/or from professional colleagues outside the academic institution.

Additional evidence for promotion in rank may include:

(1) Contributions to the educational function of the university: for example, teaching, not necessarily in a classroom situation; organization of workshops, institutes or similar meetings; public appearances in the interest of librarianship or information transfer. Evaluation of such activities may be on the basis of the judgment of those who are instructed and by the considered opinion of colleagues.

(2) Contributions to the advancement of the profession: for example, active participation in professional and learned societies as a member, as an officer, as a committee member, or as a committee chairman.

(3) Activities related to inquiry and research: for example, publications, such as in professional and scholarly journals; presentation of papers; reviews of books and other literature; consulting; service as a member of a team of experts, task force, review committee or similar body. Such activities should be judged by professional colleagues on and/or off the campus on the basis of their contribution to scholarship, the profession of librarianship, and library service.

B. Criteria for Promotion to Specific Ranks

Promotion to the ranks of assistant professor, associate professor, and professor requires a record of successful fulfillment of criteria at the lower level.

Instructor—Appointments at this rank shall require expectation of successful overall performance and the potential for a promising career in librarianship.

Assistant professor—Promotion to this rank shall require evidence of significant professional contributions to the library and/or to the institution.

Associate professor—Promotion to this rank shall require evidence of substantial professional contributions to the library and to the institution as well as attainment of a high level in bibliographical activities, in research, or in other professional endeavors.

Professor—Promotion to this rank shall require outstanding achievements in bibliographical activities, in research, or in other professional endeavors.

C. Procedures for Promotion to Specific Ranks

1. Candidates from the Library Faculty for promotion in academic rank shall be considered by a standing or ad hoc peer review committee formed in accordance with appropriate institutional regulations. In the absence of specific regulations, such a committee could be selected by the Library Faculty or appointed by the chief administrative officer on the basis of recommendations from the Library Faculty.

2. Recommendations for promotion in academic rank may be made by the appropriate library department head, the appropriate assistant or associate director, or any member of the library faculty.

3. Documentation in support of candidates for promotion in rank shall include evaluations from the appropriate library department head, assistant or associate director. Additional documentation may include letters from colleagues, copies of publications and/or reviews, records of committee activity and the like.

4. Each instructor and assistant professor without tenure shall be formally evaluated and reviewed for promotion or tenure at the same intervals as are applicable to other faculty at the institution holding these ranks.

5. Each assistant professor with tenure and each associate professor shall be reviewed for promotion at intervals and according to procedures of the institution applicable to other faculty members holding these ranks.

6. The ad hoc or standing committee (see C-1) shall transmit its recommendations to the chief administrative officer of the library for all candidates together with all supporting documentation.

7. The chief administrative officer of the library will receive the recommendation of the committee, will make his/her decision, and if this decision is favorable, will transmit the recommendation, with appropriate comments, to the appropriate institutional officer and will so inform the committee and the candidate in writing. If the chief administrative officer of the library does not concur in any particular recommendation, he/she may, after consultation with the committee transmit his/her recommendation, along with that of the committee, to the appropriate institutional officer, and shall so inform the committee and the candidate in writing, indicating the reasons for the action.

8. If a member of the Library Faculty believes there are substantial grounds for disagreement with a denial of promotion, the

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case shall be reviewed according to the appropriate institutional regulations.

III. Tenure (Continuous Appointment)

A. Tenure is defined as an institutional commitment to permanent and continuous employment to be terminated only for adequate cause (for example, incompetence; moral turpitude; retirement for reasons of age, mental or physical disability; bona fide financial exigency) and only after due process.

B. The criteria for tenure are closely allied to the criteria for promotion in academic rank. The relationship between tenure and rank should be the same for Library Faculty as for other faculty in the institution.

1. *effectiveness of performance* as a librarian;
2. *scholarly ability* as evidenced by the execution of significant research in librarianship or by publication;
3. *effectiveness of service to the institution* as evidenced by successful service on committees, participation in institutional governance, or by advisement of students and student groups;
4. *continuing growth* as evidenced by active participation in appropriate professional and scholarly organizations and/or by the ability to handle successfully increased responsibility.

C. A member of the Library Faculty who is a candidate for tenure shall be reviewed according to procedures set forth in established institutional regulations as applied to other faculty on the campus. These procedures will be similar to those described above for promotion in academic rank.

IV. Termination of Appointments[3]

A. Termination of an appointment with continuous tenure, or of a special or probationary appointment before the end of the specified term, may be effected by the institution only for adequate cause.

B. Terminations should follow the due process procedures that are applied to all faculty. If no standard procedures are applied, Appendix B provides a model.[4]

C. Where termination of an appointment with continuous tenure, or of a nontenured appointment before the end of a specified term, is based upon bona fide financial exigency of discontinuance of a program or department or instruction, regular procedures will not apply, but faculty members shall be able to have the issues reviewed by the faculty, or by an appropriate faculty committee (such as the faculty's grievance committee), with ultimate review of all controverted issues by the governing board. In every case of financial exigency or discontinuance of a program or a department of instruction, the faculty member concerned will be given notice or severance salary not less than as prescribed. Before terminating an appointment because of the abandonment of a program or department of instruction, the institution will make every effort to place affected faculty members in other suitable positions. If an appointment is terminated before the end of the period of appointment, because of financial exigency, or because of the discontinuance of a program of instruction, the released faculty member's place will not be filled by a replacement within a period of two years, unless the released faculty member has been offered reappointment and a reasonable time within which to accept or decline it.

D. Termination of a tenured appointment, or of a nontenured or special appointment before the end of the period of appointment, for medical reasons, will be based upon clear and convincing medical evidence. The decision to terminate will be reached only after there has been appropriate consultation and the faculty member or his representative has been informed of the basis of the proposed action, and has been afforded the opportunity to present his position and to review the evidence. If the faculty member so requests, the evidence will be reviewed by the Faculty Committee on Academic Freedom and Tenure (or whatever title it may have) before a final decision is made by the governing board on the recommendation of the president of the institution.

V. Grievance

General criteria for a grievance procedure:

A. The grievance procedure should be equitable to the institution and to the individual.

B. The grievance procedure should state clearly what is to be done, when, and by whom.

C. The term "grievance" should be clearly defined. Any other terms which could be misunderstood should also be defined.

[3] Based on the "1972 Recommended Institutional Regulations on Academic Freedom and Tenure." *AAUP Bulletin*, p.428-33 (Winter 1972).

[4] All appendixes to this document will be published in the October 1973 issue of *CRL News*.

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D. Grievance procedures should be easy to initiate and accessible to all members of the library faculty.

E. Steps in the grievance procedure should be completed within specified time limits which do not allow either party to delay proceedings unduly. More time should be allowed as the grievance moves to higher levels in the procedure.

F. There should be effective safeguards against reprisal for initiating or participating in a grievance proceeding and against abuse of the procedures by the grievant or by the institution.

G. Excessive reliance on precedent is undesirable.

H. Any grievance procedure in a library must be consistent with applicable institutional regulations and contracts.

A general grievance model for an academic library is attached as Appendix C. A grievance model developed for a specific academic (i.e., college) library is attached as Appendix D.[5] ■■

[5] All appendixes to this document will be published in the October 1973 issue of *CRL News*.

Copies of this article are available from ACRL, 50 E. Huron St., Chicago, IL 60611.

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THE UNIVERSITY OF ALBERTA
LIBRARY

Tenure for Professional Librarians

Adopted by the Library Council

April 19, 1974

Alberta

Faculty Handbook Provisions with Respect to Tenure

The following is a paraphrase of Section 106 (Probation) of the Faculty Handbook, applying its provisions, mutatis mutandis, to professional librarians on the staff of the University Library. For purposes of tenure, the University Library is considered as a faculty which is not departmentalized.

106.0 Probation

106.1 All full-time professional librarians are first appointed for a probationary period, except in unusual circumstances. The normal probationary periods are as follows:

Associate Librarian	--Two years
Librarians IV to V	--Two years
Librarians I to III	--Two years, usually followed by an additional two-year period.

106.2 The probationary period shall normally begin with the effective date of the appointment. If appointment has been made at other than the normal effective appointment date the probationary period shall be calculated from the next July 1 if the effective appointment date was January 1 or later; or it shall be calculated from the previous July 1 if the effective appointment date was before January 1.

106.3 On or before March 31 of the last year of his probationary period the professional librarian will be informed of the decision of the tenure committee respecting his appointment. If the decision is negative he will be offered a terminal appointment of one year. Responsibility for initiating proceedings in each case rests with the Librarian to the University who will submit each case to the tenure committee. It will be the responsibility of the Librarian to the University to gather evidence for the perusal of the committee.

106.3.1 In the University Library there exists a Tenure Committee that hears all cases arising in the Library. The tenure committee will consist of four tenured professional librarians elected by the Library Council. One or two additional members may be added from outside the Library in cases where the Committee deems their presence useful. The Librarian to the University shall be the chairman.
In no case shall a tenure committee consist of fewer than five members. A quorum shall be five members.

Alberta

106.3.2 The Librarian to the University must notify the appointee, in advance, of his proposed recommendation to the Tenure Committee, and, if requested, of the evidence on which this recommendation is based. The appointee shall have the right to appear before the Committee or to submit a written statement should he so desire.

106.4 In the case of Librarians I to III, the tenure committee will be established at the appropriate time in relation to the end of the first two-year probationary period and the recommendation of the committee shall be either

(1) extension of the probationary period for another two years--the normal case; or
(2) that the appointment should not be renewed.

Provided, nevertheless, that in exceptional cases a tenure committee may recommend tenure at any time subsequent to the second year of probation.

106.4.1 In the case of Librarians I to III at the end of their first two-year probationary period, re-appointment for the second two-year probationary period may be recommended by the Librarian to the University to the Board of Governors without reference to the Library Tenure Committee.

106.5 In the case of Associate Librarians and Librarians IV to V and also in the case of Librarians I to III at the end of the second probationary period, the tenure committee may recommend:

(1) tenure;
(2) that the appointment should not be renewed;
(3) in exceptional cases, extension of the probationary period.

106.6 Appointment without definite term is in no sense the automatic right of a professional librarian who has served his term of probationary appointment. A successful candidate for tenure must have exhibited satisfactory performances during his probationary period and should be considered worthy of advancement.

A successful candidate also should have shown that he is capable of working effectively as a member of the Library and of the University.

It is the responsibility of a tenure committee to examine all aspects of the appointee's contribution, to assess his probable continued progress and to make a recommendation based thereon to the Board through the President.

106.6.1 If the procedures in Section 106 have not been followed, the appointee will be offered an extension of his term for one year

and his case will be reconsidered without prejudice.

106.6.2 An appointee who has been denied tenure may appeal to the Tenure Appeals Committee of the General Faculties Council any time prior to 31st July of the year in which tenure was denied. He may also seek the counsel of the Academic Welfare Committee of the AASUA. The Tenure Appeals Committee is a standing committee composed of four members of General Faculties Council elected by General Faculties Council and one representative of the AASUA. The committee is chaired by the Academic Vice-President. If an appeal is lodged, the Tenure Appeals Committee will render a decision by 31st October.

106.7 In those cases in which promotions or increments are awarded before completion of the probationary period, the promotion or increment will not affect the term of the probationary period or the normal procedures associated with probation.

106.7.1 When leave of absence is granted to a professional librarian holding a probationary appointment, the probationary period will normally be extended by the length of such leave period.

106.8 The General Faculties Council shall establish a Tenure Appeals Committee as follows:

(1) Composition: Chairman: Academic Vice-President; four members of General Faculties Council elected by General Faculties Council (with two alternates to be elected by and from General Faculties Council); one representative of the AASUA.
Elected members of Faculty Tenure Committees may not be members of the Tenure Appeals Committee. In the event that a member of the Tenure Appeals Committee is a member of the same department as the Appellant, he shall be replaced on the Committee by one of the alternates.

(2) Function: To hear all appeals from decisions or actions of Faculty Tenure Committees (including the Library Tenure Committee). The Appeals Committee will render a decision not later than 31st October of the year in which tenure was denied. Decision shall be by majority vote.

(3) Term of Office: 2 years (staggered).

Alberta

106.9 The General Faculties Council shall instruct the University Library to establish a Tenure Committee as follows:

(1) Composition: The tenure committee will consist of four tenured professional librarians elected by the Library Council. Additional members may be added at the discretion of the committee. The Librarian to the University shall be chairman.
In no case shall a Tenure Committee consist of fewer than five members.

(2) Function: It is the responsibility of the Library Tenure Committee to examine all aspects of the appointee's contribution, to assess his probable continued progress and to make a recommendation based thereon through the President to the Board.
Such decision will be by majority vote.
It is recognized that the criteria for the awarding of tenure may vary as between the Library and other parts of the University.
It is the responsibility of the Librarian to the University to initiate proceedings, to arrange for the election of the Library representatives on the Committee, to convene the meetings of the Committee, to arrange for the compilation of information relating to the contributions of the appointee, to inform the appointee of his opportunities to appear before and/or make a submission to the Committee, and to transmit the Committee's recommendation through the President to the Board.
The Librarian to the University will be prepared to make a specific recommendation to the Committee and will inform the candidate of this proposed recommendation prior to a meeting of the Committee.
The appointee will be informed of the recommendation of the Library Tenure Committee by 31st March.

(3) Term of Office: 2 years (staggered).

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Criteria for the Award of Tenure to Professional Librarians

I. UNIVERSITY CRITERIA

Section 106 (Probation) of the Faculty Handbook states:

> Appointment without definite term is in no sense the automatic right of a faculty member who has served his term of probationary appointment. A successful candidate for tenure must have exhibited satisfactory performances during his probationary period and should be considered worthy of advancement.
>
> A successful candidate also should have shown that he is capable of working effectively as a member of this department and of the University.
>
> It is the responsibility of a tenure committee to examine all aspects of the appointee's contribution, to assess his probable continued progress and to make a recommendation based thereon to the Board through the President. (106.6)
>
> It is recognized that the criteria for the awarding of tenure may vary in different faculties and departments. (106.9)

The award of tenure constitutes appointment without definite term, not to a specific position or unit within the Library or even to the Library itself, but only as a member of the academic staff of the University.

II. LIBRARY CRITERIA

A. Satisfactory Performance

Satisfactory performance means a level of performance appropriate to the position within the library rank and salary structure which the candidate has reached. For candidates whose initial appointment was at the beginning professional salary level, this will mean mastery of the basic skills of the position occupied. For candidates whose initial appointment was above the beginning professional salary level, this will mean mastery of the basic skills of the position occupied and a level of development as a specialist appropriate to the position in the library rank and salary structure which the candidate has attained.

Alberta

It is the candidate's performance in the University of Alberta Library system which is important, not his performance in a previous position, although that may have been important in making the initial appointment.

It is the candidate's actual performance in the position which he has been occupying which should be considered, not his possible performance in some other position.

B. Capability for Advancement

A candidate must show that he is capable of further advancement. For a candidate whose initial appointment was at the beginning professional salary level, this means that he must have recognized potential for development in an area of specialization, and should be capable of meeting the qualifications for promotion to Grade II. For a candidate whose initial appointment was above the beginning professional salary level, this means that he should be capable of meeting the requirements for reaching the top of Grade II or his present Grade, whichever is the higher.

In assessing a candidate's probable continued progress, his professional activity outside the Library is important. This includes participation in professional associations and their conferences, and an interest in continuing professional education generally. A candidate's previous academic record, as such, is not important, although it may have been in considering his initial appointment.

C. Capability to Work Effectively

The capability to work effectively as a member of the Library staff is very important. This is not simply a reiteration of the two previous criteria. It means the ability to work effectively with other members of the Library staff, with students, and with faculty.

III. RELATIVE IMPORTANCE OF CRITERIA

While the first criterion, satisfactory performance, is most important, the second and third criteria are also important. A major deficiency in any of the three criteria will result in a denial of tenure.

Where there is a deficiency with respect to one or more of the criteria, the question is not simply whether there is a deficiency, but whether the deficiency is minor or major. To result in a denial of tenure, the deficiency must be such that it regularly disrupts the work of the department in its internal or external relationships. A single major deficiency, or a combination of minor deficiencies, may achieve this result.

Alberta

IV. CHANGES AND INTERPRETATIONS

Basic changes in or additions to these criteria may only be made by the Library Council.

Interpretations of these criteria in individual cases may be made by the Library Tenure Committee. However, if the interpretations will be useful in future cases, they must be ratified by the Library Council for inclusion in this document before they can be so used.

Alberta

Additional Library Procedures with Respect to Tenure

I. GATHERING OF INFORMATION

1. The Librarian to the University will issue a memorandum to all professional staff, including other members of the Tenure Committee, identifying those professional staff members whose probationary period is coming to an end, and asking that statements with respect to their performance, oral or written, be submitted to him in any case where professional staff feel they have relevant information. The list will include those professional staff members whose first two year probationary period is expiring, as well as those whose second two year probationary period or whose extension of probationary period is expiring.

2. The following people, whose specific identities will be determined in consultation with the candidate's supervisors, and who, other than (a) and (b), may refuse to submit a statement if they so wish, will be specifically asked by the Librarian to the University to submit statements because of their special knowledge of the case:

(a) The candidate's immediate supervisor.
(b) The candidate's department head, where applicable.
(c) Any persons directly supervised by the candidate, including support staff.
(d) Close associates of the candidate, either within or without the candidate's department.
(e) Persons from outside the Library with special knowledge of the candidate's contribution.
(f) The candidate, who may also solicit and submit statements from his colleagues.

3. After receiving this material, the Librarian to the University can ask for additional information, if he feels it necessary.

4. When all information has been gathered, the Librarian to the University will prepare a summary, including his recommendation with respect to tenure for the candidate.

5. At this stage, the Librarian to the University will decide, with respect to those persons whose first two year probationary period is expiring, whether he wishes to recommend reappointment for a further two year probationary period without reference to the Tenure Committee, or whether he wishes to refer their cases to the Tenure Committee. He may refer cases to the Tenure Committee even where he is recommending reappointment for a further probationary

period, if he feels there is good reason to do so. Alberta

6. To the fullest extent possible, all information to be considered by the Tenure Committee should be in writing, and should be direct evidence, not hearsay. Oral witnesses will not be called.

7. All statements will be placed in the candidate's career decision file where he may review them. The candidate may submit additional statements of his own, and may solicit and submit additional statements from his colleagues, or statements from additional colleagues. The career decision file will also contain the curriculum vitae and annual reports submitted by the candidate, and the performance reports submitted by the candidate's supervisor.

II. MEETINGS

1. The Chairman and elected members of the Committee will hold a preliminary meeting, the sole purpose of which shall be to discuss procedure to be followed, and whether additional members should be added to the Committee for any particular candidate. Additional members should be added only if they have special qualifications to judge the performance and contributions of the candidate, which would only occur in exceptional cases. They should not be added primarily as a means of introducing oral evidence about the candidate.

2. After the preliminary meeting, a copy of the career decision file of each candidate will be circulated to the members of the Tenure Committee for that candidate.

3. For each candidate, a meeting of the Committee will be held to determine the adequacy of the information contained in the career decision file. If the information is considered to be inadequate, the Committee will ask the Chairman to obtain additional information, which will be circulated. At this same meeting, the Committee will decide on the date of the meeting to decide on tenure for the candidate. The Chairman will notify the candidate accordingly.

4. If necessary, for each candidate, a further meeting will be held to consider the adequacy of the information contained in the candidate's career decision file. If the information is still considered to be inadequate, the Committee will ask the Chairman to obtain further information, which will be circulated.

5. For each candidate, the Committee will then hold a meeting to decide on tenure for the candidate. If, at this meeting, the Committee tentatively decides on a disposition of the case more adverse to the candidate than the recommendation of the Librarian to the University, the candidate shall be notified, and shall have his case reconsidered

Alberta

by the Committee, if he so chooses, before the Committee makes a final decision. If the candidate chooses to have his case reconsidered, he shall have the right to appear before the Committee or to submit a written statement at the meeting for that purpose. This provides that the candidate concerned will have the same opportunities as the candidate for whom the Librarian to the University had submitted a negative recommendation to the Committee.

6. A candidate who exercises his right to appear before the Committee, on initial consideration or reconsideration, shall be entitled to make a statement and to answer questions. The Committee shall decide at what point in the proceedings the candidate will be asked to appear, and he shall leave once his appearance has been completed.

7. The Committee will make both the tentative and final decision on tenure by secret ballot.

III. CHANGES IN PROCEDURES

1. Changes in or additions to these procedures to suit the circumstances of a particular case may be made by the Library Tenure Committee, provided that the affected candidate is notified in advance. However, if the changes or additions may be usefully applied to future cases, they must be ratified by the Library Council for inclusion in this document before they can be so used.

Alberta

Approximate Timetable for Procedures with Respect to Tenure

November 15 - Librarian to the University compiles a list of those professional staff members whose first or second two year probationary period, or extension of probationary period, will expire on the following July 1, and decides, for each person on the list, in consultation with that person's supervisors, which staff members should be specifically asked for a statement with respect to that person's performance and contribution.

December 1 - Librarian to the University sends a memorandum to all professional staff, listing the candidates and asking for statements by the end of December.
Librarian to the University makes specific requests for statements from staff members decided upon under previous item.

January 2 - Librarian to the University reviews statements received and asks for additional information where necessary.
Call by mail for nominations for members of Tenure Committee.

January 9 - Ballot by mail for election of members to Tenure Committee.

January 15 - Librarian to the University reviews information received and prepares summary and his recommendation for each candidate.
Librarian to the University decides, with respect to those persons whose first probationary period is expiring, whether to recommend reappointment without reference to the Tenure Committee.

February 1 - Tenure Committee holds preliminary meeting on procedure and decides on additional members, if any, for each candidate.

Copy of career decision file for each candidate is circulated to members of his Tenure Committee.

Alberta

February 15 - Tenure Committee meets to decide on adequacy of information in career decision files, and asks for additional information if necessary. Committee fixes dates of meetings to decide on tenure. Librarian to the University notifies candidates of his recommendation, of date of meeting to decide on tenure, and of candidate's right to appear before and/or make a submission to the Committee.

March 1 - Tenure Committee meets to decide on adequacy of additional information, and asks for further additional information if necessary.

March 15 - Committee meets to decide on tenure. If tentative decision more adverse to candidate than recommendation of Librarian to the University, candidate notified that decision will be reconsidered if desired.

March 22 - Tenure Committee meets to reconsider cases where necessary.

March 31 - Candidates notified of decisions and rights of appeal, if applicable. Committee recommendations forwarded to Vice-President Academic.

UNIVERSITY OF FLORIDA LIBRARIES

REPORT OF THE

COMMITTEE ON PERFORMANCE EVALUATION, PROMOTION, AND TENURE

FOR MANY YEARS professional librarians on the staff of the University of Florida Libraries have held faculty status. It seems altogether appropriate, however, because of differences in the nature of academic services performed by library faculty and those performed by teaching and research faculty, that a separate set of criteria be employed in annual evaluations of library faculty members, and when they are being considered for promotion and/or tenure. Similarly, the official statement of policy and procedures for recommending faculty members for promotion and/or tenure should be modified so as to apply directly to librarians.

The Committee wishes to submit for consideration, in the sections below, (1) a statement of policy and procedures to be followed in recommending library faculty members for tenure and/or promotion; (2) a set of criteria to be used in evaluating the performances of library faculty members; and (3) a form to be used in submitting recommendations for promotion and/or tenure.

I. POLICY AND PROCEDURES RELATING TO RECOMMENDATION OF LIBRARY FACULTY MEMBERS FOR TENURE AND/OR PROMOTION

In accordance with Board of Regents policy, tenure eligibility for members of the library faculty begins after five years of service in a tenure-earning position. At the discretion of the President of the University, credit for not more than two years spent in a tenure-earning position at another university, or two years of equivalent experience, may be transferred by an individual who is employed as an assistant or associate librarian; and credit

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for not more than four years may be transferred by an individual who is employed as a full librarian.

Decisions on tenure and promotion should be a natural and orderly outgrowth of the annual evaluation of library faculty made by department chairmen and assistant directors to the Director of Libraries, and transmitted to the Personnel Division by July 1 of each year. It is important to all who become involved in decisions on tenure and/or promotion that annual evaluations have been properly conducted, and that a written statement in each case has given the faculty member a clear understanding of his/her status in the department for the year ahead, with special mention being made of any shortcomings in the quality of performance or in productivity.

In every case in which a negative decision on tenure and/or promotion is made by the department chairman or by voting department members, it is essential that earlier evaluations will have shown that the individual library faculty member was advised of his/her shortcomings, and in effect given prior warning that nomination for tenure might not be forthcoming.

Ordinarily promotion from assistant to associate librarian and the awarding of tenure occur at the same time. In exceptional cases, it is possible to recommend promotion before the individual library faculty member is eligible for tenure.

PROCEDURES

In general, procedures to be followed in recommending the tenure and/or promotion of a library faculty member are identical with those prescribed in the case of recommendations for tenure and/or promotion of teaching and research

Florida

faculty members.

1. During the fifth year of an individual's employment in the University Libraries, his/her department chairman will discuss the matter of promotion and tenure with the tenured library faculty members in the department, and poll them by secret ballot as to their approval or disapproval of a recommendation of tenure and/or promotion. If the individual under consideration is a department chairman, the assistant director to whom he/she normally reports will conduct the required discussion and balloting.

2. If the decision if affirmative, a formal recommendation of tenure and/or promotion will be prepared by the department chairman and forwarded through the appropriate assistant director to the Director of Libraries, together with a tally of the vote by tenured departmental library faculty members. The department chairman will also inform the individual faculty member that a recommendation has been forwarded.

2a. If the decision is negative, the department chairman will promptly inform the individual faculty member and the Director of Libraries of that decision. The latter officer will then officially inform the faculty member that his/her employment will be terminated at the end of the following academic year.

3. If the recommendation is approved by the Director of Libraries, he will endorse the formal reocmmendation and forward it to the Vice-president for Academic Affairs, from whose office it is sent through appropriate channels for approval by the Committee on Personnel and by the President of the University, and thence to the Board of Regents for approval following

Florida

review by the Chancellor.

4. The President shall promptly notify the library faculty member, in writing, of the final action taken on his nomination for tenured status and/or promotion.

II. CRITERIA TO BE USED IN EVALUATING PERFORMANCE OF LIBRARY FACULTY MEMBERS

Reference librarians and other library faculty members regularly give instruction in the effective use of library resources, but they do not often do formal classroom teaching. Occasionally they engage in extensive research projects and prepare professional publications, but their time and energies are largely, and of necessity, spent exercising their bibliographic skills in support of research faculty members' work; soundly building strong research collections and establishing effective bibliographic control over them; and assisting students and faculty members in their scholarly endeavors.

An examination of the criteria prescribed for evaluating the performances of teaching and research faculty members makes it abundantly clear that they do not provide a sound or appropriate base for evaluating the performance of a library faculty member. The following criteria, however, are believed to be both sound and appropriate for this purpose:

A. Performance of professional responsibilities

1. Knowledge and application of bibliographic techniques
2. Initiative and resourcefulness in solving bibliographic and administrative problems
3. Comprehensive understanding of departmental, library and institutional goals
4. Maturity of judgment

Florida

5. *Leadership*

6. *Professional growth*

7. *Intellectual and cultural growth*

8. *Special academic or scholarly qualifications*

B. *Working relationships*

1. *Interaction with library personnel at all levels*

2. *Contacts with faculty, students, and general public*

3. *Health and conduct as they affect performance*

C. *Creative, research, or original administrative work*

1. *Creative accomplishment in librarianship*

2. *Preparation of administrative studies*

3. *Compilation of bibliographies, abstracts, indexes, etc.*

4. *Publication of books, articles, bibliographies, or studies*

D. *Service to the Profession*

1. *Service, leadership, and active participation in professional organizations*

2. *Service as consultant in library matters*

E. *Service to the University and the community*

1. *Service on University committees and other official bodies*

2. *Active participation in campus and community affairs*

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III. FORM TO BE USED IN SUBMITTING RECOMMENDATIONS FOR PROMOTION AND/OR TENURE FOR LIBRARY FACULTY MEMBERS

(This form contained on following four pages.....

Submitted by the Committee on Performance Evaluation, Promotion, and Tenure.

Miss Carol Drum
Mrs. Madge Tams
Mr. Michael McKann
Mr. James Renz
Mr. Fleming Bennett, Chairman

Florida

☐ For Tenure Nomination

☐ For Promotion Nomination

UNIVERSITY OF FLORIDA

RECOMMENDATION FOR TENURE AND/OR PROMOTION

(LIBRARY FACULTY)

Note: This form contains questions required by the Board of Regents as well as those necessary for the work of the University Personnel Board. Please attach additional sheets if necessary to give complete information.

Name _____ Library Department _____

Present Rank _____ Proposed Rank _____

Date of Birth _____ Birthplace _____

Citizenship _____ Marital Status _____ Number of Children & Ages _____

Physical Health (List handicaps, if any) _____

_____

BRIEF DESCRIPTION OF DUTIES

EDUCATION

University	Degrees	Date

EMPLOYMENT

Institution	Position	Inclusive Dates

MILITARY EXPERIENCE

Branch of Service, etc.	Dates

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AREAS OF SPECIALIZATION	HONORS (Incl. listings in Who's Who, etc.)

PUBLICATIONS

☐ Additional listing on separate sheet

CREATIVE, NON-PUBLISHED WORKS (Exhibitions, Concerts, Commissioned Works, Prizes won, etc.)

CONSULTATIONS	PROFESSIONAL AND OTHER TRAVEL

UNIVERSITY SERVICE (Including major university committee memberships, etc.)

MEMBERSHIP IN CIVIC AND SOCIAL ORGANIZATIONS, OFFICES HELD, SPECIAL ACTIVITIES, ETC.

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

EVALUATION OF NOMINEE

(Evaluator should compare the nominee with all others he has known in comparable positions.)

Criteria	Highest Quintile	Second Quintile	Third Quintile	Fourth Quintile	Lowest Quintile
Performance of professional responsibilities					
Working relationships					
Creative, research, or original administrative work					
Service to the profession					
Service to the University and the community					

DEPARTMENTAL STATEMENTS ON NOMINEE

Florida

	YES	NO
1. Do the candidate's talents and resources fit the needs and plans of the department, the Libraries, and the University?	☐	☐
2. Are the candidate's health and habits such as to indicate that he will be able to maintain the level of activity which earned nomination?	☐	☐
3. Will the candidate be able to work in a reasonable degree of harmony with his colleagues and students?	☐	☐
4. Will the interests of the department, the Libraries, and the University be better served by awarding tenure and/or promotion to the nominee than by seeking a replacement?	☐	☐
5. Has the candidate's professional behavior indicated an awareness of the relationship between academic freedom and academic responsibility as indicated in the October 31, 1970 statement of the Council of the American Association of University Professors entitled "Freedom and Responsibility?	—	—

TENURE ELIGIBILITY

Note: This section to be completed only if tenure is being recommended.

DATE NOMINEE became (or will become) eligible for tenure at Univ. of Florida _____

TOTAL LENGTH of time in tenure-earning positions at University of Florida - _____

NAMES AND LOCATIONS of all other institutions where nominee served in tenure-earning positions, showing length of each tenure eligibility period with inclusive dates and highest rank at these other institutions.	NAMES AND LOCATIONS of other institutions where nominee held tenure <u>before</u> coming to the University of Florida, with beginning and end dates of tenured employment and highest rank at these other institutions.

HOW MANY YEARS are requested for credit toward this tenure nomination? - - - _____ years.

Note: In the case of equivalent experience, please attach complete information regarding name of institutions, titles held, with dates, type of work, etc.

VOTE OF TENURED DEPARTMENT MEMBERS ON TENURE NOMINATION

FOR Granting Tenure _____ AGAINST Granting Tenure _____ Abstaining _____ (Including _____ Absent)

Department Chairman	Assistant Director	Director of Libraries
_____	_____	_____

VOTE OF HIGHER RANKING DEPARTMENT MEMBERS ON PROMOTION NOMINATION

FOR Granting Promotion _____ AGAINST _____ ABSTAINING _____ (Including _____ absent)

Department Chairman	Assistant Director	Director of Libraries
_____	_____	_____

Forward with three letters of recommendation, at least two of which are from colleagues at this institution.

STATEMENT OF UNIVERSITY OFFICIALS

We, the undersigned officers of the University of Florida, are satisfied that the nominee, _____, has met all of the criteria for tenure at this university and the Board of Regents, and that he/she has demonstrated a high degree of competence in his/her professional field. We believe that granting him/her permanent status on the university faculty will serve the best interests of the institution and the State University System of Florida.

This certifies, also, that the nominee has subscribed to the oath of loyalty required by Section 4.56, Part I, Florida Board of Regents Operating Manual.

Signed: _____
Vice-President for Academic Affairs

Signed: _____
President of the University

INDIANA UNIVERSITY LIBRARIES

AD HOC COMMITTEE ON PROFESSIONAL CRITERIA

FINAL REPORT

March 20, 1973

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X. Appendix B: "Profile of Professional Activity"

Submitted By:

David Fenske, Bloomington
Betty Jo Irvine, Bloomington, Ex Officio
(Librarians Advisory Committee)
Mary Jane Laatz, Indianapolis
Thomas Michalak, Bloomington, Chairman
Roger Miller, Fort Wayne
Odette Shepherd, Bloomington
Karen Weddle, Bloomington

Indiana

I. INTRODUCTION

The Ad Hoc Committee on Professional Criteria was established on November 25, 1972, in response to a directive from W. Carl Jackson, Dean of University Libraries. The Ad Hoc Committee was elected by the Librarians' Advisory Committee in consultation with William Studer, Director of Regional Campus Libraries, and Dr. Jane Flener, former Personnel Director and Assistant Director. The Committee's first meeting was held on December 11, 1972. Except for the Christmas holidays, the entire Committee has met weekly with numerous subcommittee meetings.

The Committee was charged with the development of criteria for promotion and tenure for immediate implementation (July 1, 1973) of library faculty status as approved by the Board of Trustees on February 25, April 21, and June 30, 1972. In interpreting its charge, the Committee felt it necessary to make recommendations regarding the promotions process and the University Librarians Promotions and Tenure Committee. In addition, Dean Jackson charged the Committee with the development of mechanisms for the input of information on the professional performance and activity of librarians. Subsequent to this report, the Committee prepared the "Profile of Professional Activity" and the "Personnel Evaluation Form." The "Profile of Professional Activity" was adapted from a form proposed by the Indiana University Librarians' Association. Both of these documents have subsequently been approved by Dean Jackson. A copy of the "Personnel Evaluation Form" is appended.

In view of its limited charge and the need for further library faculty input, the Ad Hoc Committee has not attempted to make recommendations on the structure of promotions and tenure committees in each division beyond recommending that the establishment of such committees is a decision for individual library faculties (Regional Campuses, IUPUI, and Bloomington). The process of annual review or other reviews following initial implementation, grievance and appeal procedures, and other questions will need to be decided in the months and years to come.

In preparing the initial document, the Committee was guided by the principle that procedures and criteria for initial implementation should be devised which fit the needs of the librarians and the University Libraries. Procedures regarding promotion and tenure which are followed by schools, departments, or divisions in the various campus teaching faculties served only as guidelines for the Committee. The Committee felt that librarians would best be served by devising criteria and procedures which meet their needs and which may very well differ from the criteria and procedures in the teaching faculties.

The Committee has also been guided by the need for equity and justice in implementing library faculty status. The are, however, many different facets to be considered: the individual librarians, both those who opt for the library faculty status system and those who choose not to do so; the library as an institution and its goals of service to our communities; and the individual campuses and the university's needs and goals. The Committee has sought to balance these needs and to recommend equitable criteria and procedures which both encourage and protect the individual and the institution(s) as well.

II. THE PHILOSOPHY OF LIBRARY FACULTY STATUS AND ITS ADVANTAGES

Indiana

Library faculty status reflects a local and national movement for the professional recognition of librarians and the need to establish and maintain professional standards of performance. The Library faculty status system recommended by the Committee on the Career Status of Library Personnel and subsequently approved by the Board of Trustees recognizes the importance of the role of librarians in the educational and research processes of higher education and the need to provide a system of privileges, obligations, and incentives both to reward and to motivate librarians. This recognition implies the necessity for the profession to maintain high standards of excellence and performance. The Library faculty status system is an attempt to create flexible conditions in which the University Libraries and librarians can play an increasingly important role in the academic life of the campus, and in which the libraries can hire, retain, and motivate the finest academic librarians available.

The Library faculty status system, in contrast to a system in which librarians are granted teaching faculty ranks, gives librarians considerable flexibility in shaping their system to meet their specific needs. In developing its recommendations, the Ad Hoc Committee did not feel constrained to adopt the model of the teaching faculty since we were not bound by any prior procedures, rules, or traditions of the faculties. For the future this flexibility will permit the interpretation or adaptation of teaching faculty fringe benefits to the specific and differing needs of libraries and librarians. For the present this philosophy has resulted in the recommendations of this document.

While the Library faculty status system grants additional privileges to academic librarians, it also places greater obligations on them. As members of the Library faculty, librarians are expected to maintain high standards of performance, to develop and grow in their professional competencies, and to participate in the development of library services and in the determination of the needs and goals of their respective libraries. Each librarian is expected to share his/her professional experience and expertise (both locally and systemwide), and to participate in library and campus governance.

The following table attempts to outline the major benefits and incentives of the Library faculty status system in contrast to the previous system. The most noteworthy improvements over the previous system are the establishment of professional ranks with promotion based on professional performance and activity; established tenure procedures to fully protect the academic freedom of the librarian and the library; provisions for sabbatical leaves to pursue research or other creative activity; opportunities for participation in campus and university governing councils; and the opportunity for each librarian to have his/her performance fairly and equitably evaluated.

In the future, librarians in the Library faculty status system will automatically be granted any additional fringe benefits which are granted to teaching faculty. Additional benefits and incentives may also be established for librarians in the Library faculty status system, e.g. the establishment of minimum salary levels corresponding to ranks or other salary incentives granted with promotions.

The Ad Hoc Committee has reiterated the philosophy of library faculty status and its distinct benefits in order to encourage all librarians to consider the advantages of opting for library faculty status.

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DIFFERENCES BETWEEN LIBRARY FACULTY STATUS AND ACADEMIC STATUS

Indiana

Item	Library Faculty Status After July 1,1973(new)	Academic Status After July 1,1973(old)
Established Tenure Procedures	Yes	No (Limited Job Security)
Eligibility to vote for faculty council(s)	Yes[2]	No
Eligibility to make nominations for members of the faculty council(s)	Yes[2]	No
Eligibility to serve on Faculty Council and its Committees	Yes[2]	No
Waiting period for TIAA/CREF[3]	Maximum of 1 Year	Three years
Sabbatical Leaves	Yes	No
Promotions in Rank	Yes	No
Performance Evaluations	Yes	Yes
Salary Raises based on merit	Yes	Yes
Professional Work Week	Yes	No
Compensatory Time for Courses	Not Required	Required
Teaching Faculty Grants-in-Aid	Yes	?
Travel Funds[4]	Yes	Yes

ITEMS WHICH REQUIRE FURTHER LIBRARY FACULTY OR ADMINISTRATIVE DECISIONS

Item	Library Faculty Status	Academic Status
Minimum salary levels corresponding to ranks or other salary incentives tied to promotions	Yes	No
Participation in library faculty governance	Yes	No
Ability to serve on library faculty committees, etc.	Yes	No
Sick Leave[5]	Yes	Yes
All other benefits which may be granted to teaching faculty in the future	Yes	No

Indiana

[1]Statement contained in Indiana University Libraries, Information for New Professional Employees, July, 1971, reads: "Your appointment is for the balance of the fiscal year (ending June 30) and unless you are otherwise notified in writing by March 1, you may expect continuing employment for the next fiscal year. Any exceptions to this provision are given to the employee at the time of his or her original appointment. If, thereafter, budgetary or other reorganization should require discontinuance of your services, you will be advised 12 months in advance. In the normal course of events, however, you may expect annual reappointments until your retirement at the age of 70. The right of summary dismissal for misconduct is reserved." (Emphasis added)

[2]In process of approval by respective campus and university faculty councils.

[3]"The Board of Trustees at its meeting of 21 April in Jeffersonville acted upon a recommendation of the University Fringe Benefits Committee which would affect librarians. The Board agreed that the present three-year waiting period required of all new professional librarians prior to participation in TIAA/CREF be altered. In its stead, we would provide immediate participation for the ranks of librarian and associate librarian and a one-year waiting period for the ranks of assistant librarian and affiliate librarian. The one-year waiting period would be waived for those librarians who had passed the age of 40 at the time of appointment (as well as for librarians who are already on a TIAA/CREF program)."
(Memo of 25 April 1972 from J. Gus Liebenow, Vice-President and Dean for Academic Affairs to all Indiana University Librarians.)

[4]Librarians in the faculty status system will have unlimited access to travel funds subject to the approval of a library faculty travel committee. The present policy of funds for one trip per year ($50 for the Midwest, $100 for either coast) will remain in effect for librarians who do not opt for the library faculty status system.

[5]The current sick leave benefit for librarians is as follows: "Sick leave credit may be granted on the basis of one working day of sick leave accumulated for each calendar month of employment. Unused sick leave is accumulated without limit...Only sick leave credit covering the first 60 days will be at full pay."
(Indiana University Libraries, Information for New Professional Employees, July, 1971, p.4)

The sick leave benefit for teaching faculty is as follows: "In case of illness of any member of the faculty, he shall be paid six weeks' full salary during his illness and 50 per cent for the balance of the semester in case the illness continues that long."
(Indiana University, Faculty Handbook, p.41)

The sick leave benefit for faculty as stated above and in practice is more generous than the current sick leave benefit for librarians. Sick leave benefit for librarians in the faculty status system will need to be brought in line with the teaching faculty's sick leave benefit. Librarians not in the faculty status system will remain under the existing policy.

Under the present policy, personal leave for immediate family emergencies is deducted from vacation or sick leave. A new personal leave policy will be established for librarians in the faculty status system which does not penalize vacation time or sick leave.

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PART-TIME AND SPECIAL APPOINTMENTS

Part-time and special appointments may be made in any of the ranks as appropriate to the individual's experience and qualifications. These appointments shall be considered adjunct appointments and this designation shall be indicated in their rank, e.g. Assistant Librarian (Adjunct).

Part-time and special appointments (adjunct) shall not be considered on the tenure track.

III. THE LIBRARY FACULTY RANKS

Indiana

AFFILIATE LIBRARIAN

Definition and Criteria: The beginning rank for librarians who have completed the master's degree from an accredited library school, or its equivalent, or, a graduate degree in other professional or scholarly fields where appropriate, but who have not had previous library experience.

This rank shall not normally be held longer than two years without promotion in rank.

Tenure: Not a tenurable rank, although time spent in this rank shall accumulate towards tenure.

ASSISTANT LIBRARIAN

Definition and Criteria: The rank appropriate for librarians who have completed the master's degree from an accredited library school, or its equivalent, or, a graduate degree in other professional or scholarly fields where appropriate, and who have had previous library experience at a professional level, and/or who have shown evidence of being able to meet the criteria for promotion.

Tenure: Time spent in this rank shall accumulate toward tenure. After initial implementation of library faculty status(1973), librarians may be tenured in this rank only in exceptional cases.

ASSOCIATE LIBRARIAN

Definition and Criteria: The rank appropriate for librarians whose professional performance has been consistently above average; who have made a contribution to their profession through research or creative activity; and who have rendered consistent service to the library, campus, university, or community. Promotion to this rank may occur before tenure is granted.

Tenure: Normally granted with this rank. Promotions to this rank may be made before the 6th year without granting tenure.

LIBRARIAN

Definition and Criteria: The rank appropriate for librarians whose professional performance and service has been consistently outstanding; who have established, state, regional or national leadership in library or scholarly organizations; and whose prominence in their field of service or specialization reflect their superior achievements.

Tenure: Normally accompanies this rank.

Indiana

IV. CRITERIA FOR PROMOTION AND TENURE

A. Excellence of Performance

Representative of an effective librarian are professional and intellectual competence, creativity and initiative in the performance of professional responsibilities, effectiveness in applying subject knowledge and bibliographic techniques in organizing library collections, professional skill in pursuing user needs and in stimulating faculty and student utilization of library services and resources through individual or formal instruction, and a willingness to consider and to accept new ideas and alternative approaches to library services.

Representative Measures

1. Effective accomplishment of professional responsibilities.
2. Demonstration of creativity and initiative.
3. Ability to work independently.
4. Ability to identify library problems and to promote their solutions.
5. Willingness to consider and to accept ideas and alternative approaches to services and procedures.
6. Understanding of the various operations and services of the library and an ability to interpret and integrate them.
7. Cooperation with members of the library staff, faculty, and students in furthering the objectives and priorities of departments, the library, and the university.
8. Willingness to accept responsibility and/or leadership when needed within the department, library, and university.
9. Ability to apply constructive criticism and suggestions.
10. Ability to perform in a dependable and reliable manner.
11. Approachability, communicativeness, and receptiveness.
12. Willingness and ability to pursue patron problems to satisfactory solutions.
13. Familiarity with the teaching and research programs of the campus and with the research processes appropriate to the various disciplines and an ability to translate this knowledge into effective service.

14. An ability to apply the principles of cataloging and classification effectively and accurately.

15. Effectiveness in applying bibliographic techniques to the acquisition, development, and organization of library collections.

16. Stimulation of faculty and student use of the library and other bibliographical resources and effective assistance to faculty and students in their exploitation of resources.

17. Cooperation with other libraries and institutions to facilitate research and to develop regional and national library services.

18. Ability to set objectives, express them in meaningful documentation, and plan their execution.

19. Decisiveness and efficiency in decision-making processes and effectiveness in the execution of policy decisions.

20. Ability to delegate authority.

21. Ability to plan, organize, coordinate, and direct operations and subordinate parts of departments or divisions.

22. Effectiveness in establishing professional or clerical training programs.

23. Ability to encourage effective performance.

24. Impartial and sensitive treatment and evaluation of staff.

25. Fair and considerate treatment of subordinates.

26. Ability to communicate with administrators, colleagues, and staff.

27. Alertness to new methods and technological changes.

B. Professional Growth and Development

A member of the library faculty who is responsive to the demands of his/her profession will excel in the areas of professional growth, scholarship, research and creativity, and/or professional service. Evidence of professional growth and development are the following: awareness of current developments in the library profession and appropriate subject fields; continuing scholarly growth as exemplified by formal or informal study, research, or publication; active participation in professional organizations and institutional affairs; and, interest in improving the profession and its image within the university and society at large.

Indiana

Category A. General, Representative Measures

1. Course work beyond last received degree.

2. Development of any professionally related skills, e.g. computer programming, statistics, book binding, management techniques, etc.

3. Effective use of sabbaticals and leaves of absence.

4. Attendance at professional or scholarly meetings, conventions, conferences, workshops, institutes, etc.

5. Membership in and/or active participation in professional, scholarly, or honorary societies, e.g. InULA, ALA, American Association of University Professors, American Historical Association, Modern Language Association, Beta Phi Mu, Phi Beta Kappa, etc.

6. In-depth visits to or analyses of other libraries for the purpose of gaining insights into technical procedures, services or buildings.

7. Receipt of fellowships, grants, awards, and special honors.

Category B. Research and Creativity, Representative Measures

1. Planning and initiation of library operations and services, e.g. participation in the preparation of instructional media on using the library and its resources or informational material about collections, services, and procedures; an evaluative study of the antiquarian book trade; a study of the use of the subject catalog; a study of the processing of library materials, etc.

2. Bibliographical research, e.g. the identification and evaluation of a literature for collection development; bibliographies of reference tools in specific areas, etc.

3. Codification of internal professional practices, e.g. interdepartmental or departmental procedures, manuals, flowcharting of operations, etc.

4. Preparation of scholarly exhibits.

5. Development of subject indexes and classification schemes.

6. Presentation of papers or lectures at conferences, conventions, seminars, and meetings.

7. Publication (informal or formal).

8. Research in progress.

Category C. Professional Service, Representative Measures

1. Service on Committees.

   a. Library Faculty committees.

Indiana

b. Departmental committees.

c. All-university or all-campus committees.

d. Other professionally related committees.

2. Professional consultation.

3. Participation in individual and/or group instruction. Includes informal or classroom instruction, tours of library facilities, supervision of library science student's practice work, etc.

4. Service on doctoral, master's, or honor's thesis committees.

5. Advisor to student groups or activities.

C. Community Service

The performance of services for external organizations or the university may retard the accumulation of evidence in criteria A and B while contributing to the value of the librarian as a member of the university or campus community. In such cases, community service shall also be considered. The evaluation of the service should be in terms of the effectiveness with which the service is performed, its relation to the general welfare of the university or campus, and its effect on the development of the individual.

Representative Measures

1. Membership and participation in organizations outside the university and the librarian's professional field(s).

2. Volunteer work in the community.

3. Speaking engagements in the community.

4. Public offices held.

V. TENURE

Indiana

PRINCIPLE

The Principle of library faculty tenure imposes reciprocal responsibilities on the university as a body politic an on the library faculty member. The university has the responsiblility of maintaining the principles of academic freedom. To discharge this responsibility the university provides tenure in order that the library faculty member may be secure in his/her professional work. The library faculty member, on his/her part is obligated to maintain high standards of professional conduct, research and creativity, and performance in the development and organization of library services, and the communication of information and knowledge to others. (Language adapted from Indiana University, Faculty Handbook.)

The Purposes of library faculty tenure are: 1. to protect the academic freedom of the librarian and the library, 2. to protect the individual rights of the librarian against political attacks and criticism of his/her personal conduct that has no relation to his/her job, 3. to provide a staff whose professional competence will insure the continued growth and development of the library.

PROBATIONARY PERIOD AND PROCEDURES

This report is concerned only with initial implementation of library faculty status. Specific recommendations for librarians now employed are contained below. An outline of the probationary period and the procedures similar to that contained in the Faculty Handbook will need to be devised in the future.

CRITERIA

The criteria for tenure are largely inseparable from the criteria for promotions. Tenure is not granted lightly nor upon an automatic basis. The librarian is granted tenure at the end of seven years service, based upon the merits of his/her performance in the field of librarianship as measured by the criteria.

During initial implementation, the criterion of excellence of performance shall be the basic criterion for the tenure decision.

INTITAL IMPLEMENTATION OF LIBRARY FACULTY STATUS

Applicable to Librarians with Six or More Years of Service in the System

A decision will be made on each individual by the University Librarians Promotion and Tenure Committee and the administrators involved in the process as outlined in Section VI: "The Promotions and Tenure Process".

Decision Options:

1. Tenure immediately at any rank, Assistant Librarian and above.

2. Assistant Librarian rank with 0-5 years credit toward tenure with the understanding that specific deficiencies will need to be rectified. The Promotions and Tenure Committee shall state in writing those specific areas in which improvement is needed. Instances in which this option is recommended are expected to be rare.

Indiana

Applicable to Librarians with Less than Six Years of Service in the System

A decision will be made on each individual by the University Librarians Promotions and Tenure Committee and the administrators involved as outlined in section VI: "The Promotions and Tenure Process."

A. Librarians whose experience has been only in the I.U. Library System

Decision Options-

1. Affiliate Librarian rank or above with credit toward tenure corresponding to the number of years in the system. This decision indicates the librarian is successfully preparing for tenure.

2. Affiliate Librarian rank or above with credit toward tenure, but less than the actual number of years in the Indiana University Library System. The Promotions and Tenure Committee shall state in writing those specific areas in which improvement is needed.

B. Librarians who have had additional library experience elsewhere

Decision Options-

1. Assistant Librarian rank or above with tenure.

2. Assistant Librarian rank or above without tenure. Credit toward tenure will be based on the number of years in the Indiana University Library System and/or the number of years experience elsewhere, except that experience elsewhere may not count toward tenure in cases where the experience is not comparable to experience in the Indiana University Library System. This decision indicates the librarian is successfully preparing for tenure.

3. Assistant Librarian rank with credit toward tenure, but less than the number of years in the Indiana University Library System, and no credit for experience elsewhere. The Promotions and Tenure Committee shall state in writing those specific areas in which improvement is needed.

VI. THE PROMOTIONS AND TENURE PROCESS Indiana

Approved by the Board of Trustees, Indiana University, February 25, 1972*

"2. Advancement within the library ranks shall be by promotion. Recommendations for promotion in rank shall be processed as follows:

a. recommendation prepared by supervisor of person under consideration and forwarded to the head of the appropriate library division for action;"

The Personnel Librarian shall initiate the promotions process by sending notification to the appropriate administrative supervisor, e.g. local campus chancellors or dean of faculties for RCL, deans or vice chancellors of IUPUI, director and assistant directors for the Bloomington campus, and the director of RCL for the central services RCL staff. Recommendations are prepared by the immediate supervisor(s). Recommendations are then returned to the above indicated administrative supervisors for review and transmitted to the appropriate library division head (RCL, IUPUI, and Bloomington) who has received duplicate notification of initiation of the promotions process.

"b. recommendations of the head of each library division are forwarded to the appropriate chancellor for review and recommended action;

c. Chancellors' recommendations are forwarded to the Office of the Vice President for Academic Affairs for review by an all-university librarians promotions committee appointed by the President in consultation with the Director of Libraries;"

Promotions and tenure decisions shall be considered by the all-university promotions committee.**

"d. recommendations of the all-university librarians promotions committee are transmitted to the Office of the Vice President for Academic Affairs for review by the Director of Libraries and for presentation to the Board of Trustees."
(By action of the Board of Trustees, the title, Director of Libraries, now designates the Dean of University Libraries.)

Any library faculty member who is dissatisfied with action, or lack of it, taken in regard to his/her promotion and/or tenure may appeal.

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*Statements not in quotes are explanatory additions to the Board of Trustees recommendations.

**Optional promotion and tenure committee structure(s) may be operational on the divisional and campus levels to make recommendations to the appropriate library division head as indicated in 2a.

VII. THE UNIVERSITY LIBRARIANS PROMOTIONS AND TENURE COMMITTEE

Indiana

MEMBERSHIP

The University Librarians Promotions and Tenure Committee shall be composed of nine librarians appointed by the President in consultation with the Dean of University Libraries. The Personnel Librarian shall be an ex-officio member.

RESPONSIBILITY

The primary responsibility of the University Librarians Promotions and Tenure Committee is to make recommendations to the Dean of University Libraries regarding the promotion and tenure of all librarians in the Indiana University Library System.

TERM OF APPOINTMENT

Five members of the Committee shall serve from the date of appointment to June 30, 1975. Four members shall serve from the date of appointment to June 30, 1974. Thereafter, members of the Committee shall serve for a two year term. Members of the Committee may not succeed themselves. In 1974 and subsequent years, the term of appointment for each member shall begin on the first day of July.

STRUCTURE

1. The geographical distribution of the Committee shall reflect the number of librarians in the three divisions of the University--Regional Campus Libraries, IUPUI, and the Bloomington Library. Therefore, the initial distribution of members shall be: two members from the Regional Campus Libraries, two members from IUPUI, and five members from the Bloomington Library.

2. The Assistant Librarian, Associate Librarian and Librarian ranks shall be represented by at least one Committee member. The recommended structure is as follows: two Assistant Librarians, five Associate Librarians, and two Librarians, insofar as this is possible considering the number of library faculty in the rank, previous service on the Committee and suitability for membership. At least one member of the Committee should be untenured, but no more than two should be untenured. The Dean of University Libraries, assistant or associate directors, and library division heads (Regional Campus Libraries, IUPUI, and Bloomington Library) shall not be eligible to serve on the Committee.

OFFICERS

The Committee shall elect a chairperson and a secretary from its membership. It shall be the duty of the chairperson to preside at meetings of the Committee. It shall be the duty of the secretary to record the minutes of the Committee and to perform such other duties as designated by the chairperson.

COMMITTEE MEETING ATTENDANCE

1. A Committee member should not be present at meetings which deal with his/her promotion or tenure.

2. Members of the Committee are expected to excuse themselves from deliberations of individual librarians if, in their judgment or the judgment of the Committee, they cannot render an impartial judgment.

Indiana

PROCEDURES AND GUIDELINES

In arriving at its recommendations, the Committee shall follow the following guidelines and procedures.

1. The Committee shall examine and review the personnel file of each librarian under consideration. The contents of the file will vary from librarian to librarian. Besides a "Performance Evaluation Form" submitted by a supervisor and the "Profile of Professional Activity" submitted by each librarian, the file may contain recommendations from supervisors, peers, teaching faculty, administrators, library division heads, students, and campus promotion and tenure committees where such committees exist. For initial implementation, peer evaluation will not be used. The file may not contain personal financial data, medical records, police and court records, or records of political activity.

2. Any librarian, teaching faculty member, student, library, campus, or university administrator may submit comments and recommendations on any librarian under consideration, or on such matters which may relate to the consideration of any librarian or group of librarians. Such communications to members of the Committee shall be considered privileged and confidential.

3. The Committee shall solicit additional recommendations or evaluations as appropriate.

4. The Committee shall meet with the librarian under consideration as appropriate.

5. The Committee shall meet with the supervisors or other evaluators as appropriate.

6. At its discretion, the Committee may initiate the promotions process for any librarian not submitted to its consideration by the Personnel Librarian.

7. The Committee will treat as confidential all information about an individual's promotion and tenure. Committee decisions and Committee proceedings concerning an individual will not be discussed with anyone outside the Committee, including the individual concerned.

8. When voting on recommendations related to promotions, all members may vote. When voting on tenure recommendations, only tenured members may vote.

9. The Committee shall use every means at its disposal to insure that each librarian is fairly and equitably treated.

PERSONNEL FILES

The complete personnel file for the University Librarians Promotions and Tenure Committee shall be in the office of the Personnel Librarian at Bloomington.

VIII. APPOINTMENT AND PERSONNEL FILES

Indiana

Appointment File

1. The appointment file shall contain confidential letters of recommendation, transcripts, and any other material submitted in confidence for the purpose of evaluation for initial appointment.

2. The appointment file shall also contain confidential letters of recommendation and other material submitted in confidence for the purpose of evaluation in applying for a change in appointment in the Indiana University Library System.

3. Access to the appointment file is limited to the search and screening committee and to the appropriate administrative supervisor(s) during the appointment process, e.g. local campus chancellors or deans of faculties, deans or vice chancellors of IUPUI, the Dean of University Libraries, the director and assistant directors for the Bloomington Library, the director of RCL for the RCL system staff, the assistant director of RCL for the RCL Technical Services Center staff, and appropriate administrative or department heads.*

4. After initial appointment or change of appointment in the Indiana University Library System, access to the appointment file is limited to members of the library administration with the title of assistant director or above and the personnel librarian.

Personnel File

An open file policy is intended to encourage objective, fair, and constructively critical evaluations and recommendations of librarians. The following policy has been formulated to allow librarians an opportunity to respond to evidence submitted for their files.

1. The personnel file shall contain all appropriate documents from internal or external sources submitted to the file after initial appointment. Examples of appropriate documents are as follows: Personnel Evaluation Form, Profile of Professional Activity, supporting documents (articles, papers, other published or unpublished material, etc.), solicited or unsolicited statements or letters of recommendation, and any additional information or letters an individual may submit for his/her file. The librarian has the right to submit comments on any material submitted to his/her personnel file.

2. Letters of reference from sources outside of Indiana University (solicited or unsolicited) and obtained since March 1, 1973, shall be regarded as non-confidential when submitted to the personnel file. Any letters of reference or recommendation obtained or received since the time of initial appointment, but prior to March 1, 1973, shall be placed in the personnel file only if a statement of non-confidentiality can be obtained from the originator.

3. The personnel file shall not contain confidential letters of recommendation or confidential statements, grade transcripts, personal financial data, medical records, police and court records, and records of political activity, except as submitted by the librarian for his/her personnel file.

Indiana

4. The personnel file may contain unsolicited documents. Unsolicited documents are those statements submitted to the Personnel Librarian for a librarian's personnel file which were not requested by the librarian, the promotions and tenure committee, the Personnel Librarian, and/or library and university administrators. Upon receipt of an unsolicited document for a librarian's personnel file, the librarian shall receive a copy of that document accompanied by the response, if any, from the individual or group to whom the document is addressed. The librarian may submit comments on any unsolicited documents for his/her personnel file.

5. Access to a librarian's personnel file is limited to the individual librarian, members of the library administration, the Personnel Librarian, the University Librarians Promotions and Tenure Committee, and the appropriate administrative supervisor(s), e.g. local campus chancellors or deans of faculties, deans or vice chancellors of IUPUI, the Dean of University Libraries, the director and assistant directors for the Bloomington Library, the director of RCL for the RCL System staff, the assistant director of RCL for the RCL Technical Services Center staff, and the individual librarian's evaluator. The personnel file shall be closed and confidential to anyone else, except that the librarian may give his/her written permission to release his/her file for examination by another party or parties.*

6. Within the context of the promotions and tenure process, various recommendations and supporting evidence shall be submitted for a librarian's personnel file for review by those individuals and/or groups responsible for implementing the process. For those recommendations and supporting evidence to be submitted for the process from outside Indiana University, a statement shall be forwarded by the Personnel Librarian to the appropriate individual(s) stating that the personnel files in the Indiana University Library System are accessible to the individuals stated above (no.5) and that all statements should be submitted with full cognition of this policy. All individuals participating in the promotions and tenure process within Indiana University shall be furnished with a copy of this document.

File Maintenance and Security

It shall be the responsibility of the Personnel Librarian to institute the necessary procedures to insure the maintenance and security of the appointment and personnel files according to the preceding guidelines.

*In the case of individuals already appointed to the Indiana University Library System applying for a change in appointment, their application automatically opens their initial appointment and personnel files to the appropriate administrative supervisors herein mentioned. If the University Librarians Promotions and Tenure Committee is consulted on questions of tenure for initial appointment, the Committee shall have access to the appointment file(s) of the applicant(s)

INDIANA UNIVERSITY LIBRARIES

TENURE GUIDELINES
ALL-UNIVERSITY LIBRARIANS PROMOTIONS AND TENURE COMMITTEE
FINAL REPORT 8/7/73

I. INTRODUCTION

A. The Principle of Tenure for Professional Librarians

The statutes of the State of Indiana* and the current University Faculty Constitution define "The Faculty" of Indiana University as "the President, professors, and instructors." In February 1972, following several years of study, the Board of Trustees began to accord many of the rights, privileges and obligations of "The Faculty" to professional librarians. Perhaps the most significant actions taken have been the appointment of a Dean of University Libraries and the adoption of a tenure system for the library faculty which parallels that of "The Faculty" who are more regularly involved in teaching and research.

The principle of tenure imposes reciprocal responsibilities on the University as a body politic and on the librarian. The University has the responsibility of maintaining the principles of academic freedom. To discharge this responsibility the University provides tenure in order that the librarian may be secure in his/her professional work. The librarian, on his/her part, is obligated to maintain high standards of professional conduct, research and creativity, and performance in the development and organization of library services, and in the communication of information and knowledge to others. (Language adapted from "The Principle of Faculty Tenure," Academic Handbook, Indiana University, 1973, page 23.)

B. Authority for Implementation

The implementation of tenure for librarians is based upon the following statement adopted by the Board of Trustees at its meeting of June 30, 1972:

> "I. Subject to the provisions which follow, a person appointed as a professional librarian in the Indiana University Library System shall have Library tenure after the same probationary period that is applicable to the faculty.
> A. In general the same procedures which govern faculty tenure determinations (i.e., probationary period, termination of probationary service, non-reappointment, appeal procedures, etc.) for members of the teaching faculty shall be applicable to professional librarians.

*Indiana Code, sec. 20-12-23-7 (1971), Ind. Ann. Stat. sec. 28-6622 (1970 Repl.).

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B. Recommendations for tenure shall be processed as follows:
   1. Recommendation prepared by supervisor of person under consideration and forwarded to the head of the appropriate library division for action;
   2. Recommendations of the head of each library division are forwarded to the appropriate chancellor for review and recommended action;
   3. Chancellors' recommendations are forwarded to the Office of the Vice President for Academic Affairs for review by an all-University librarians tenure committee appointed by the President in consultation with the Director of Libraries;
   4. Recommendations of the all-University librarians tenure committee are transmitted to the Office of the Vice President for Academic Affairs for review by the Director of Libraries and for presentation to the Board of Trustees.*

C. The above tenure provisions would apply to all professional librarians presently employed in the University Library System who elect to be assigned one of the library ranks approved by the Board of Trustees on February 25, 1972. Tenure status or years of credit towards tenure of professional librarians presently employed would be determined by the procedures outlined above.

D. The provisions of sections A and B above would automatically apply to all newly appointed professional librarians.

E. A librarian whose initial appointment is one of the upper three ranks may be granted a shorter probationary period towards library tenure, the period to be mutually agreed upon and indicated in writing at the time of appointment."

II. PROBATIONARY PERIOD

Subject to the provisions which follow, individuals appointed as professional librarians for full-time service shall be eligible for tenure after a probationary period of not more than seven years. A librarian's probationary period (and his/her credit toward tenure) shall normally begin on July 1 of the calendar year of appointment; therefore, tenure is achieved on the July 1 following completion of the probationary period.

The tenure decision is the re-appointment decision made during the sixth year countable toward tenure and relevant to re-appointment July 1 of the eighth year.

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*By action of the Board of Trustees, the title, Director of Libraries, now designates the Dean of University Libraries.

Indiana

III. CREDIT TOWARD TENURE*

A. Introduction

Credit toward tenure for service performed at another institution shall normally not exceed three years. Departures from this policy may be made in exceptional cases upon recommendation by the appropriate supervisor, administrator and/or the All-University Librarians Promotion and Tenure Committee. Credit toward tenure may vary depending upon the appropriateness of previous professional experience at other institutions as delineated by sections D-G. During the initial implementation of tenured status for librarians, the provisions regarding the length of probationary service and notice of a re-appointment decision will not be strictly applicable because of periods of professional service at I.U. exceeding three years; consequently, the definition of a tenure decision as the re-appointment decision made during the sixth year relevant to employment in the eighth year would not be applicable. For example, a librarian in his/her ninth year of employment, although having a tenure decision made at this time, would not be under the same sixth and eighth year constraints which normally define tenure.

B. Initial Implementation Process

1. If the professional librarian is in the sixth year of professional library service or beyond at I.U., a tenure decision is required.

2. Even though a librarian's service at I.U. has been in more than one full-time professional library position, the total time accrued should count as credit toward tenure.

3. Recommendations for advancement to tenured status are prepared by the supervisor or other appropriate administrative officers. Such recommendations are prepared early in the sixth year countable towards tenure. Non-reappointment beyond the seventh year countable toward tenure requires twelve months notice.

4. Leaves of absence without pay shall not count as part of the probationary period or as credit toward tenure unless spent in professional library service which is comparable to full-time service at I.U.

5. If the appropriate service at another institution is three years or less, credit toward tenure may include all prior years of service.

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*For tenure implementation time table, see Appendix.

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C. Appointments as of or after July 1, 1972*

1. A new professional librarian should be appointed with tenure only in exceptional cases.

2. Recommendations for advancement to tenured status are prepared by the supervisor or other appropriate administrative officers. Such recommendations are prepared early in the sixth year countable towards tenure. A tenure decision notification must be made by June 30 of that year. Hence, a tenure decision must be made in time to give twelve months notice before the end of the seventh year countable toward tenure.

3. If the appropriate service at another institution is three years or less, credit toward tenure may include all prior years of service.

4. Even though a librarian's service at I.U. has been in more than one full-time professional library position, the total time accrued shall count as credit toward tenure.

5. Leaves of absence without pay shall not count as part of the probationary period or as credit toward tenure unless spent in professional library service which is comparable to full-time service at I.U.

D. Non-Professional and Pre-Professional Experience

With rare exception, the probationary period will include only time spent as a librarian in a professional library position with the minimum requirements at the time of appointment for the position held. Under the conditions of tenured status for librarians, the minimum requirement for a professional library position is defined as a master's degree from an American Library Association accredited library school or its equivalent, or a graduate degree in other professional or scholarly fields where appropriate.**

1. Experience in a non-professional or pre-professional position, e.g., clerical or medical library intern, even with professional credentials shall not count toward tenure.

2. With rare exception, experience in a professional position without minimum professional credentials, e.g., library interns in the Indiana University Libraries,*** shall not count toward tenure.

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*See also "Policies Governing Reappointment and Non-Reappointment during Probationary Period". Academic Handbook, I.U., 1973, page 24.

**Prior to 1951, the fifth-year bachelor's degree in library science constituted a degree "equivalent" to the master's degree in library science.

***For initial implementation, the Dean of University Libraries has stated that the question of credit toward tenure for I.U. Library interns is subject to review.

Indiana

E. Experience in Other Academic Libraries

Within the guidelines set forth in section A., professional library service in another academic institution(s) may normally be counted as credit toward tenure.

F. Experience in Non-Academic Libraries

During this initial evaluation process, credit toward tenure for non-academic library experience may be granted more generously than in the future because of the individual's service to I.U. It is very difficult to establish general guidelines applicable to all situations. The following are examples of some of the variables to consider.

1. Type of library
   a. industry
   b. government
   c. public library
   d. primary or secondary education
   e. other special libraries

2. Size and character of collection

3. Type of service offered. Was it of a caliber comparable to, or contributing significantly to performance in, the Indiana University position?

4. Type of work done. If reference, was it quick reference or did it require more sophisticated skills that would be relevant to the I.U. position?

5. Type of patron served. Were they children, adults, researchers, government officials, etc.?

6. Relevance of position. If experience was in a subject field, was the field relevant to the position at I.U., e.g., foreign language translator, music curator?

Under ordinary circumstances the granting of credit toward tenure should apply only to those whose previous experience is directly relevant to their anticipated responsibilities at I.U. In this situation, a job description of the previous position(s) should be required.

Credit toward tenure for experience in non-academic libraries may be granted on a one-to-one ratio after such experience has been carefully examined and evaluated. The total credit for such experience should not exceed three years.

Indiana

G. Non-Library Experience

If an individual holds the master's degree in library science or its equivalent, relevant professional non-library experience may be counted by a ratio of less than one-to-one with a maximum of three years counted as credit toward tenure. For example, an individual who worked three years in the booktrade might be credited with one year toward professional experience. The non-library experience must be relevant. Other examples of potentially relevant non-library experience include the following:

1. Subject field teaching:
   a. History professor (to social science librarian)
   b. Biology professor (to science librarian)
   c. Business professor (to business librarian)

2. Business experience:
   a. C.P.A. (to business librarian)
   b. Marketing researcher (to business librarian)

3. Industrial experience:
   a. Chemist (to science librarian)
   b. Computer scientist (to systems analyst librarian)

IV. ADDITIONAL SOURCES TO CONSULT

A. Board of Trustees Statements

1. "Career Status - Professional Librarians," February 25, 1972.
2. "Tenure for Librarians," June 30, 1972.

B. Academic Handbook. Bloomington, Indiana: Indiana University, 1973.

1. Faculty Tenure, p. 23.
2. The Principle of Faculty Tenure, p. 23.
3. Probationary Period, p. 23-4.
4. Procedures, p. 24.
5. Policies Governing Reappointment and Non-Reappointment during Probationary Appointment Period, p. 24-27.
6. Official Notice of Non-Reappointment, p. 27.
7. Geographic Limitation of Tenure, p. 28.
8. Tenure for Professional Librarians, p. 29.

C. "Ad Hoc Committee on Professional Criteria Final Report" Indiana University Libraries, March 20, 1973.

1. Section III. "The Library Faculty Ranks"
2. Section IV. "The Criteria for Promotions and Tenure"
3. Section V. "Tenure"
4. Section VI. "The Promotions and Tenure Process"

Indiana

Appendix

TENURE IMPLEMENTATION TIMETABLE

Appointed during cal year	Prior service credit	Notified of tenure decision June 30	Tenure effective July 1
1972	0	1978	1979
	1	1977	1978
	2	1976	1977
	3	1975	1976
1971	0	1977	1978
	1	1976	1977
	2	1975	1976
	3	1974	1975
1970	0	1976	1977
	1	1975	1976
	2	1974	1975
	3	1973	1974
1969	0	1975	1976
	1	1974	1975
	2	1973	1974
	3	1972	1973
1968	0	1974	1975
	1	1973	1974
	2	1972	1973
	3	1971	1972

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CONDITIONS OF EMPLOYMENT

DECISION MAKING WITHIN LIBRARY

LIBRARY COMMITTEE ON ACADEMIC PROMOTION AND TENURE

A. General Information

The following statement outlines procedures concerning the establishment and operation of the Committee.

1. Term of Office:

   a. The Committee's appointment should be for one year starting on July 1.

   b. Members of the Committee should not be allowed to serve for more than two consecutive years.

2. Membership:

   a. The committee should consist of seven members: six appointed by the Director of Libraries; and the Personnel Librarian, ex-offico.

   b. Two members from the previous committee should be reappointed to insure continuity.

   c. The Director should designate one of the members of the previous committee as the chairman of the new committee.

   d. One member of the committee should hold the rank of Assistant Librarian. The other academic ranks should be represented by at least one committee member, insofar as this is possible considering the number of librarians in the rank, previous service on the committee, and suitability of membership.

   e. One member of the committee should be a Commonwealth Campus librarian.

   f. As far as possible, committee membership should be balanced

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among the departments of the library so that the committee may have broad acquaintance with the performance of librarians. No more than one member should be appointed from any one library department.

g. Associate and Assistant Directors should not be eligible to serve on the committee.

3. Committee Meeting Attendance:

a. A committee member should not be present at nor be informed of meetings which deal with his own promotion or tenure. His presence at other meetings which may affect him personally should be left to the discretion of the committee.

b. A committee member should be absent from the discussion when the committee discusses a librarian supervised by the committee member. However, he may be called upon for points of information for clarification should the committee so desire. A committee member should not be present at a meeting when the committee interviews a candidate for a position supervised by the committee member.

c. The Commonwealth Campus committee member is expected to be present at meetings when the committee discusses Commonwealth Campus librarians. His attendance at other meetings is optional.

4. Duties:

a. The committee will hold meetings to inform the staff of criteria and procedures. No discussion of individuals will be allowed.

b. The committee will meet with candidates for academic positions to evaluate each candidate's potential as an academic employee, outline for the candidate the conditions of academic promotion and tenure, and relay recommendations to the Director of Libraries. A favorable recommendation must include recommendation of appropriate academic rank.

c. The committee will meet with new academic employees to inform them of criteria and procedures and of their responsibilities in this regard. Each new academic employee shall re-

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ceive copies of PS-21, PS-22, and PS-23, and all appropriate forms for promotion and tenure.

d. The committee will make recommendations to the Director of Libraries concerning promotions in academic rank.

e. The committee will make recommendations to the Director of Libraries concerning tenure.

f. The committee may work on special projects connected with its regular duties.

g. The committee will treat as confidential all information about an individual's hiring, promotion, and tenure. Committee decisions about individuals will not be discussed with anyone outside the committee, including the individual concerned. Any librarian who is dissatisfied with action, or lack of it, taken in regard to his promotion or tenure may contact the Personnel Librarian who shall take the necessary action to answer his query. In no instance shall a member of the committee discuss, or be questioned about, committee proceedings concerning individuals.

B. Promotion in Academic Rank

1. Criteria:

The committee recommends that the criteria as stated in PS-21 and on the verso of the form, "Recommendation for Promotion in Academic Rank," be accepted as stated with one addition. The following statement should be added to those already found on the verso of the form.

> "Librarianship performance: In addition to evaluation of quality of librarianship, consideration may be given to the level of responsibilities, and nature of academic and bibliographic services performed."

2. Procedure:

a. The Personnel Librarian shall send to the Director of Libraries the Associate Director, the Assistant Directors, and the Department Heads a listing of librarians in their areas with the rank of each with a request for recommendations for promotion in academic rank.

b. Recommendations should be submitted with supporting evidence by January 1 of each year to the Director of Libraries. In general, recommendations from Campus Directors should accompany recommendations for Commonwealth Campus librarians and recommendations from Deans of Colleges, or appropriate departmental library committees for branch librarians and subject specialists.

c. The Director of Libraries will give these recommendations to the Committee on Academic Promotion and Tenure for its consideration by January 15.

d. The Committee on Academic Promotion and Tenure will consider the merits of each recommendation submitted to it. In addition, it may initiate recommendations. If the committee initiates a recommendation, the appropriate Associate Director/Assistant Director and/or Department Head should be informed and may be requested to provide additional information and comments. Supporting evidence should be acquired as noted in paragraph b. A supervisor may be requested to attend a meeting of the committee to provide additional information.

e. The committee will use the Librarian Performance Evaluation Form submitted by the supervisor and librarian annually; the recommendation for promotion in academic rank; and other pertinent information from the individual's personnel file.

f. The committee will review its recommendations with the Director of Libraries.

1. If a negative action is reported, it shall be noted on the recommendation forms, but reasons will be given orally. Pertinent materials may be kept in confidential files for future consultation.

2. If a positive action is reported, the committee will assist in preparing the recommendation form for submission to Old Main.

g. After this review of the committee's recommendations, the Director of Libraries will make the final decisions as to promotions. The Director of Libraries will inform the Associate Director, Assistant Directors and/or the Department Heads of his decisions on anyone within their areas.

h. The recommendation forms are then submitted to the President and announced by the Director of Libraries when approved.

i. Any librarian who is dissatisfied with action, or lack of it, taken in regard to his promotion may contact the Personnel Librarian who shall take the necessary action to answer his query.

C. Tenure

1. Purpose: The purpose of tenure for the librarian is:

a. To protect the academic freedom of the library, and

b. To protect the individual rights of the librarian against political or personal attacks.

c. To provide a staff whose professional competence will insure the continued growth and development of the library.

Tenure is not granted lightly nor upon an automatic basis. The librarian is granted tenure at the end of seven years service, based upon the merits of his past performance in the field of librarianship. The new non-tenured librarian has every right to expect evaluation and guidance during his first and subsequent years. These yearly evaluations may lead directly to tenure. However, when a new employee does not appear to merit the granting of tenure, he should be forewarned, so that he may either improve his qualifications, or seek other employment before the entire provisional period has passed. Further information may be found in Sections PS-22 and PS-23 of the Pennsylvania State University Policy Manual.

2. Criteria:

Outlined below are general criteria to be considered in tenure review. These categories are offered only as a guide and are not intended to be the only matters of relevance or to be of equal weight for all librarians.

a. Professional:

1. The minimum educational qualifications should include

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the master's degree or its equivalent from a library school; or, an equivalent graduate degree in other professional or scholarly fields where appropriate.

2. In addition, the librarian should demonstrate continued professional growth as may be evidenced by additional advanced degrees, course work, participation in workshops, etc.

3. Professional Activities:

a. Active membership in library and allied organizations.

b. Participation in library meetings and seminars (local, state, regional, national).

c. Research, scholarship, teaching, or other creative work.

b. Personal (Physical and mental characteristics):

1. Appearance (grooming appropriate to work situation)

2. Health (vitality, energy, power of endurance)

3. Manners (courtesy, tact, approachability)

4. Poise (emotional self-control and balance)

5. Relations with others (cooperativeness and consideration)

6. Initiative (ability to think creatively and effectively)

7. Cooperativeness (ability to do team work)

8. Attitude toward criticism (seeks, accepts, and acts upon it)

c. Performance on Job:

1. Understanding of and commitment to the goals of a particular position in relation to the goals of the institution.

2. Achievement of good work habits (accuracy, precision, thoroughness, punctuality in meeting assignments, and per-

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severance).

3. Effective performance of assigned duties (organization of work, quality and quantity of work, ability to follow directions).

4. Appropriate communication with others.

5. Judgment and intelligent utilization of all available resources.

d. Administrative and Supervisory Ability:

1. Leadership (ability to motivate, guide, and control)

2. Impartial and sensitive evaluation of personnel

3. Fair and considerate treatment of subordinates

4. Ability to direct effectively the work of others

5. Ability to delegate authority and responsibility appropriately

3. Procedure:

a. The Personnel Librarian shall annually prepare a list of all librarians including rank and tenure status, when requested by the committee.

b. The committee will use the Librarian Performance Evaluation Form submitted annually by the supervisor and the librarian and the appropriate information from the individual's personnel file. In general, recommendations from Campus Directors should accompany recommendations for Commonwealth Campus librarians and recommendations from Deans of Colleges, or appropriate departmental library committees for branch librarians and subject specialists. The committee may request additional information from a supervisor when necessary.

c. The committee will review its recommendations with the Director of Libraries.

1. If positive action is taken, a letter stating the same shall be sent to the individual by the Director of Libraries.

2. If negative action is recommended and accepted, the Director of Libraries shall then take appropriate action.

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d. The Director of Libraries and, if appropriate, the Campus Director, will make the final decision as to tenure recommendations and convey these to the President of the University.

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GRANTING PERMANENT ACADEMIC TENURE

PURPOSE: To define the conditions governing academic tenure at the University.

RESPONSIBILITY FOR GRANTING TENURE: The responsibility for the granting of academic tenure lies wholly with the Deans of the Colleges and the Director of Libraries. Carbon copies of each notification written by a Dean or the Director of Libraries to inform a staff member of his tenure status are to be sent to the President for his information and to the Office of Personnel Administration for the employee's file. Such notification shall include a statement that the granting of tenure is independent of promotion decisions which are based upon established criteria for the various ranks.

APPOINTING NEW FACULTY MEMBER WITH PROVISIONAL STATUS: When appointing a new, full-time, continuing academic staff member at the rank of professor, associate professor, assistant professor, senior research associate, research associate, librarian, associate librarian, and senior assistant librarian, or when promoting someone into one of those ranks, the Dean is responsible for including a statement on the Personnel Recommendation form indicating the tenure status. For example, "On provisional appointment with _____ years of academic tenure credit." Normally, the new faculty member will be expected to serve the full term in provisional status.

ANNUAL REVIEW OF FACULTY MEMBERS IN PROVISIONAL STATUS: The Dean or the Director of Libraries shall review the status and achievements of all faculty members on provisional status at the end of the first, third, and fifth years of employment in order to terminate unsatisfactory appointments at the earliest possible time, and before years of service make tenure automatic.

ANNUAL REPORT OF TENURE STATUS: Annually, on April 15, each Dean and the Director of Libraries shall certify by name to the President of the University that he has reviewed the academic status of all faculty members under his jurisdiction who, at that time, will have completed the first, third, or fifth year of provisional service with the institution.

December 13, 1971

The following regulations governing academic tenure apply to all full-time members of the academic staff of The Pennsylvania State University holding regular, continuing appointments to the rank of professor, associate professor, assistant professor, senior research associate, research associate, librarian, associate librarian, and senior assistant librarian. Academic tenure applies to the above ranks only if the tenure is granted in an academic College by an academic Dean or by the Director of Libraries for librarian positions.

Each appointment of an eligible person to the full-time, continuing rank of professor, associate professor, assistant professor, senior research associate, research associate, librarian, associate librarian, and senior assistant librarian shall be provisional until notification of change of status is sent to the appointee by this University in accordance with the terms and conditions set forth below. A full-time faculty member serving a provisional appointment period shall, at the expiration of such provisional period, have permanent tenure, and his service shall be terminated only for adequate cause, except in the case of retirement for age or under extraordinary circumstances because of financial exigencies. In the interpretation of this principle of tenure, the following academic practices are operative:

1. The precise terms and conditions of every appointment shall be stated in writing and be in the possession of both the University and the faculty member before the appointment is consummated.

2. The provisional period at this University shall be 7 years.* However, up to and including 4 years of full-time academic service at other accredited institutions of higher learning, or in an earlier appointment at The Pennsylvania State University, may be applied toward this 7 year provisional period. Only those who are at the rank of assistant professor, research associate, or senior assistant librarian, or above may be granted tenure. A faculty member who is promoted to the rank of assistant professor, research associate, or senior assistant librarian (or above) may, at the discretion of the appropriate administrative officer, be given provisional status credit for time spent as an instructor, research assistant, or assistant librarian at this University; however, the provisional service credit shall not exceed 5 years.

   In the event a faculty member appointed on a year-to-year basis is later appointed on a continuing basis, a Dean or the Director of Libraries may consider as applicable, time served on temporary appointment.

   For purposes of this policy, a year of service at this University is defined as follows:

   a. For faculty members who teach-a year of service is at least an M contract period based on the beginning of a fiscal year. If a faculty member begins employment during the fiscal year, the first year of regular employment shall end at the end of the first fiscal year provided the faculty member is employed for a minimum of six months (2 terms) or more of regular employment prior to the end of the first fiscal year.

   b. For faculty members who do not teach-a year of service is a twelve-month period of regular employment based on the anniversary date of employment.

   Except as noted in section 5, at least 90 days' written notice of termination shall be given to a faculty member prior to the completion of the first year of provisional service if the faculty member is not to be continued in service into the second year of service; the same provision applies to a second year of provisional service if the faculty member is not to be continued into the third year of service; a faculty member who has served two or more provisional years with the University or who was granted two or more years of service credit with his appointment or promotion to an eligible rank shall be given at least twelve month's written notice of termination if he is not to be continued in service provided, however, a faculty member guilty of moral turpitude automatically forfeits the rights and privileges enumerated herein, regardless of years of service; and provided further that in cases of bona fide financial exigency, which could not have been foreseen, the service of a faculty member with provisional status may be terminated with less than one year's advance notice, regardless of the number of years the faculty member has served on a provisional appointment status.

* Since the purpose of the provisional period is to provide an opportunity for observing the faculty member, time spent on leave of absence regardless of reason, therefore, will not be considered as part of the provisional period.

3. During the provisional appointment period a faculty member shall have the academic freedom that all other members of the faculty have.

4. In all cases wherein permanent tenure is attained, the appointee shall be so notified at the time, and in writing, by the University.

5. In all cases wherein the facts are in dispute, termination for cause of a permanent appointment, or the release of a faculty member during the provisional appointment period with less advance notice than that specified in Section 2., shall be considered at a hearing by a standing joint committee of the faculty and administration which will act in an advisory capacity to the President of the University. This committee shall consist of five members: two members representing the administration, two faculty members selected by the elected members of the University Senate, and a fifth member, the chairman, chosen by the other four. The faculty member concerned shall, before the hearing, be informed in writing of the charges against him, and shall have the opportunity to be heard by the committee in his own defense. He shall be permitted to have with him an advisor of his own choosing, who may act as counsel. There shall be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence, the testimony shall include that of faculty members and other scholars from this or other institutions. The committee's report and recommendations shall be submitted to the President of the University, who will transmit them, along with his own recommendations, to the Board of Trustees.

   A faculty member with permanent tenure dismissed for reasons not involving moral turpitude shall receive his salary for one year from the date of final action on his dismissal by the Board of Trustees.

6. If a permanent appointment is terminated because of financial exigency, the released faculty member's place shall not be filled by a new appointee within a period of two years, unless the released faculty member has been offered, and has declined, the reappointment. If a permanent appointment is terminated because a special subject or a research project has been dropped or a curriculum or course reorganized, the faculty member concerned shall be continued on the staff in some other capacity if possible. If any faculty member is dissatisfied with his dismissal in circumstances mentioned in this paragraph, he shall be entitled to follow the procedure described in the preceding paragraph.

7. Termination of any appointment because of financial exigencies shall be demonstrably bona fide.

8. The foregoing principles and regulations governing tenure apply only to full-time, continuing faculty members of the University holding the rank of professor, associate professor, assistant professor, senior research associate, research associate, librarian, associate librarian, and senior assistant librarian. They do not apply to special faculty appointments which include the ranks of visiting professor, visiting lecturer, and all part-time or non-continuing appointments at any rank. Special faculty appointments are governed by the terms of the memorandum of personal service signed by each such non-regular employee.

9. Administrative personnel who also hold academic rank, qualify for the foregoing tenure rights and privileges by virtue of their academic status, but not as administrators.

July 1, 1970

may not be elected to any standing committee, shall act as tellers. Each Library Faculty Organization member should cast a vote for the number of committee members to be elected to each committee. Faculty members receiving the highest number of votes will fill the elected positions on each committee.

(b) Committee on Curricular and Instructional Affairs.

Membership: Eight (8) Library Faculty Organization members.

Selection: Five members elected according to procedure in Standing Rules Article II, Section 6 (a); One appointed by the Dean of Libraries two appointed by the Library Faculty Council (this should be a Commonwealth Campus librarian and a librarian teaching a library science course unless such persons are already elected).

Duties: The Committee on Curricular and Instructional Affairs shall review and evaluate all course proposals and instructional projects submitted by various departments or library faculty members. It shall study existing courses and instructional projects of the Library with reference to the needs of students and opportunities for service to the University, and make recommendations for changes where appropriate. It shall develop criteria for evaluating and recommend procedures for handling course proposals and instructional projects. It shall maintain such liaison with University administration and faculty as may be necessary for the implementation of these procedures.

(c) Committee on Faculty Affairs.

Membership: Ten (10) Library Faculty Organization members.

Selection: Six elected (see Standing Rules, Article II, Section 6 (a); one appointed by the Dean of Libraries; two appointed by the Library Faculty Council (should be a Commonwealth Campus librarian and a librarian teaching a non-library course, unless such persons are already elected); the Personnel Librarian ex-officio.

Duties: The Committee on Faculty Affairs shall advise the Director of Libraries on matters of policy concerning faculty affairs and shall develop criteria for faculty appointments, evaluation, promotions, tenure, and leaves. It shall make recommendations on matters concerning the professional, cultural, social, and material welfare of the faculty and the educational environment in which the faculty works. It shall make recommendations on rights and responsibilities of the faculty and on the procedure for hearings in individual cases where it is charged that rights have been violated or responsibilities unfulfilled.

(d) Committee on Academic Affairs

Membership: Seven (7) Library Faculty Organization Members.

Selection: Four elected (see Standing Rules, Article II, Section 7 (a); one appointed by the Dean of Libraries, two appointed by the Library Faculty Council (should be a Commonwealth Campus Librarian and a librarian who is a Senator unless such persons have already been elected).

UNIVERSITY OF WASHINGTON LIBRARIES

Office of the Director

GENERAL ORDER NO. 100
Revised 8 October 1976

APPOINTMENT AND PROMOTION OF LIBRARIANS

I. QUALIFICATIONS FOR APPOINTMENT AND ADVANCEMENT

The creative and educational functions of the University require the appointment of librarians with outstanding qualifications, who are committed to realizing the objectives of the University to preserve, to increase, and to transmit knowledge. Librarians at the University of Washington Libraries must be certified by the Washington State Board for the Certification of Librarians. State certification requires holding a degree in librarianship granted by a program accredited by the American Library Association, or passing an examination, as provided in RCW 27.08. The degree in librarianship constitutes the librarian's professional and academic credentials, and is in most cases the terminal degree.

Librarians at the University of Washington will be appointed, retained, and promoted solely upon their qualifications and performance, without regard to race, religion, color, national origin, sex, age, or physical handicap.

A. Qualifications for Appointment in Specific Ranks

1. Appointment to the rank of Librarian I requires completion of professional training, marked by the Master's degree in librarianship from an American Library Association accredited library school program, and recommendations from references.

2. Appointment to the rank of Librarian II requires a record of successful performance and evidence of ability to sustain a broad range of professional responsibility and activity. However, a librarian who has special competence required for the position under consideration, but who lacks previous experience at the professional level, may be appointed to the rank of Librarian II.

3. Appointment to the rank of Librarian III requires a record of substantial accomplishment, both in the librarian's specific area of professional responsibility and in contributions to the profession.

4. Appointment to the rank of Librarian IV requires a record of outstanding accomplishment, both in professional performance and in contributions to the profession. The rank of Librarian IV is reserved for those whose careers are exemplary in their evidence of professional competence, achievement, or influence.

5. Appointment to a part-time, visiting, or temporary rank requires qualifications as set forth for regular appointments in paragraphs I.A.1 through I.A.4.

B. Advancement

Sustained professional performance is the most important criterion for retention and for promotion in rank. In assembling documentation for promotion, each candidate will be expected to demonstrate that he or she is pursuing a career which enhances the effectiveness and standing of the University and furthers the goals of the profession. The principal evidence will relate to the candidate's performance within the program and structure of the University of Washington Libraries. Additional evidence may relate to such considerations as:

1. Contributions or influence in advancing the practice or standing of the profession, within or outside the University.

2. Contributions to research, scholarship, or instruction.

3. Achievement and growth in professional competence.

4. Contributions to the work of professional or learned societies.

5. Contributions to University affairs or community service.

Professional activity and involvement which are not an integral part of the Librarian's University responsibility may not substitute for deficiencies in discharging those responsibilities.

II. PROCEDURE FOR PROMOTION, RENEWAL, PERMANENT AND NEW APPOINTMENTS

In order to carry out the procedures of this General Order, the Libraries will be divided into six departments, each with its own head:

Department	Head
Director's Staff (all librarians who report to the Director)	Director
Technical Services	Associate Director
Branch Library Public Services	Assistant Director for Public Services
Suzzallo Library Public Services	Assistant Director for Public Services
Odegaard Undergraduate Library	Assistant Director for Undergraduate Services
Health Sciences Library	Assistant Director for Health Sciences

Voting members of the University Libraries are those librarians holding the full-time rank of Librarian II, Librarian III, and Librarian IV, as well as part-time librarians with permanent appointment. Notwithstanding the rank held, the following are not voting members of the Libraries:

Librarians serving under acting, visiting, or temporary appointments
Librarians on leave of absence
Retired librarians

Each eligible librarian who submits supporting documentation will be considered for possible promotion and, as may be required, for renewal of appointment or permanent appointment. The procedure described below will be followed each year.

A. The voting members of the appropriate department who are superior in rank to the librarian under consideration will review all pertinent evidence and will decide whether or not to recommend his or her promotion. In this decision they shall take into account the qualifications prescribed for the various ranks in Section I. A. Promotion will be based upon the librarian's attainment of these qualifications, and not upon position or length of service.

B. The Associate or Assistant Director who heads the department may concur with a recommendation for promotion and will then transmit it to the Director, along with any additional supporting data the Director may request. If the Associate or Assistant Director who heads the department disagrees with a recommendation, he or she may transmit his or her independent recommendation, along with any additional supporting data the Director may request. If the Associate or Assistant Director who heads the department agrees with a departmental recommendation denying promotion, he or she will so inform the candidate.

C. The Director of Libraries will meet with an advisory committee of Librarians called the Appointment and Promotion Committee, which shall consider each case presented to the Director. The Committee will consist of six members with permanent appointment, one from each department, elected by the voting members of the departments described above. For the initial election, three members will be elected for one-year terms, and three for two-year terms. Subsequent elections will be for two-year terms. The elections will be conducted by the Committee on Committees, which for the first election will decide by lot which departments will elect for one- and two-year terms. The Committee on Committees will be responsible for conducting elections for the remaining term of any vacated membership.

The Appointment and Promotion Committee will review each recommendation for promotion submitted to the Director, including those recommendations of an Associate or Assistant Director not concurred in by the department and including those recommendations for promotion not supported by an Associate or Assistant Director. The Committee's responsibility will be solely to review the criteria

under which librarians are recommended for promotion and the supporting evidence for the recommendations, in order to assure equity in the promotion process between and within the various peer groups. The Committee will advise the Director of the appropriateness of the criteria used and the adequacy of evidence presented.

In an endeavor to insure that all relevant data are brought into consideration, the Director and the Committee may invite informed members of the University community to appear before them to submit additional material and information. It shall be the responsibility of the Director, acting with the advice of the Committee and within the procedures of this General Order, to maintain a uniformity of standards and qualifications among the separate departments.

D. After reviewing each recommendation from the Committee, the Director shall decide the matter, and if the Director agrees with a recommendation for promotion, shall transmit it to the Provost and Vice President for Academic Affairs for final determination. All librarians who were recommended for promotion by their departments will receive written notice of the final action in their cases.

E. In the case of new appointments, a similar procedure will be followed. A departmental committee will review the documents pertaining to the background, experience and professional activities of the candidate proposed for appointment by the Associate or Assistant Director, and will make its recommendation in the determination of rank and of status with regard to permanent appointment. The Associate or Assistant Director of the department will transmit the recommendation to the Director with his or her concurrence or independent recommendation. The Appointment and Promotion Committee will review the documentation and advise the Director of the appropriateness of the criteria used and the adequacy of evidence presented. After review of the recommendations the Director shall decide the matter and shall transmit his recommendation for appointment to the Provost and Vice President for Academic Affairs for final action.

III. PERMANENT AND CONTINUING APPOINTMENT

A. Definition

Permanent appointment is the right of a librarian to hold his or her rank without discriminatory reduction of salary, and not to suffer loss of such rank, or discriminatory reduction of salary, except for the reasons and in the manner provided in General Order 101. Permanent appointment, as described in the present General Order, is an attribute of the individual and not of the job assignment he or she holds. A Librarian holding permanent appointment may be removed from a particular job assignment or administrative

appointment without affecting the librarian's permanent appointment.

Permanent appointment shall be granted to those librarians whose training, ability, and contribution warrant a commitment on the part of the University to employ them for their entire professional careers. Such a policy requires that the granting of permanent appointment be considered carefully. It should be a specific act, even more significant than promotion in rank, which is exercised after careful consideration of the candidate's qualifications and accomplishments.

Continuing appointment is granted to those librarians whose positions are funded either wholly or in part from sources outside the University. Continuing appointment implies the same rights and privileges as permanent appointment, except that the duration of the appointment is determined by and dependent upon continuation of the external funding.

B. Eligibility

1. Unless disqualified under any other provisions of this Section, a full-time librarian has permanent appointment if he or she is a Librarian III or a Librarian IV.

2. Unless disqualified under any other provisions of this Section, in unusual cases a Librarian II may be recommended for permanent appointment effective after completion of six years of full-time service at the rank at that University of Washington

3. A librarian may not acquire permanent appointment:

   a. Under a visiting or temporary appointment, or

   b. Under any other appointment for which the University does not provide the salary from its regularly appropriated funds, unless the Director notifies the appointee in writing that permanent appointment may be acquired under such an appointment. Each appointment governed by this provision shall contain notice whether permanent appointment may or may not be acquired.

4. Appointments to the rank of Librarian III or Librarian IV "without permanent appointment" are limited to not more than three years.

5. A librarian with permanent appointment who assumes a part-time status will have permanent appointment in the status.

6. Under paragraph B.3 of this Section a part-time librarian is eligible for permanent appointment if the requirement of full-time service is specifically waived in writing by the Director, but an acting or visiting librarian is not eligible for permanent appointment.

IV. DURATION OF NON-PERMANENT APPOINTMENTS

For the purposes of this General Order, a year is one complete University fiscal year, plus any time short of another full fiscal year.

A. The initial appointment of a Librarian I is for two years, exclusive of time spent during leaves of absence. Not later than January 1 of the second complete year of the initial appointment, the librarian will be notified either that the appointment has been renewed for an additional two years, or that the appointment will terminate at the end of the next fiscal year. If by January 1 of the fourth year the librarian has not been promoted to Librarian II, appointment for a fifth and final year will be accompanied by notice of termination as of the end of the fifth year.

B. The first appointment or the re-appointment of a Librarian II is for a basic period of three years, exclusive of time spent during leaves of absence, subject to earlier dismissal for cause. Not later than January 1 of the third complete year of the initial appointment as Librarian II, the librarian will be notified either (1) that the appointment has been renewed for an additional three years, or (2) that the librarian will be promoted to Librarian III, or (3) that the appointment will be extended for a fourth and final year. If the appointment is renewed, not later than January 1 of the third year of the renewal period the librarian will be notified either (1) that he or she has been promoted to Librarian III, or (2) that he or she has been granted permanent appointment as a Librarian II, or (3) that the appointment will be extended for a seventh and final year.

The following tables illustrate the computation of the duration of appointments and the time limits for certain renewal and promotion decisions:

LIBRARIAN I

Appointment Date	Initial Term Ends	Renewal Decision Due	Termination If Not Promoted Or Renewed	Renewal Ends	Promotion Decision Due	Termination If Renewed But Not Promoted
July 1, 1976	June 30, 1978	Jan. 1, 1978	June 30, 1979	June 30, 1980	Jan. 1, 1980	June 30, 1981
July 2, 1976-July 1, 1977	June 30, 1979	Jan. 1, 1979	June 30, 1980	June 30, 1981	Jan. 1, 1981	June 30, 1982

LIBRARIAN II

Appointment Date	Initial Term Ends	Renewal Decision Due	Termination If Not Promoted Or Renewed	Renewal Ends	Promotion Or Perm. Appt. Decision Due	Term. If Renewed But Not Promoted or Perm. Appt. Granted
July 1, 1976	June 30, 1979	Jan. 1, 1979	June 30, 1980	June 30, 1982	Jan. 1, 1982	June 30, 1983
July 2, 1976-July 1, 1977	June 30, 1980	Jan. 1, 1980	June 30, 1981	June 30, 1983	Jan. 1, 1983	June 30, 1984

C. A librarian promoted to the rank of Librarian III or Librarian IV will have permanent or continuing appointment. However, a librarian may be appointed as Librarian III or Librarian IV either with or without permanent appointment. An initial appointment at either of these ranks "without permanent appointment" will be for three years, exclusive of time spent during leaves of absence. In the case of a Librarian IV without permanent appointment, the voting peer group will be the Librarians IV of his or her department. Not later than January 1 of the third complete year of the appointment, the librarian will be notified whether permanent or continuing appointment has been granted. If permanent or continuing appointment has not been granted, the librarian will be notified of termination effective at the end of the succeeding fiscal year.

D. A librarian whose salary is not provided by State funds may be considered for continuing appointment on the same basis as is applied in granting permanent appointment, but subject to removal upon termination of funding or for cause. If a librarian with continuing appointment subsequently is selected, through the normal appointment procedures specified herein, to a position funded entirely by State funds, his or her appointment will become permanent.

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